

- Thematic threat assessments, regional threat assessments¹³ and intelligence assessments:
 - Update of the initial Europol threat assessment on Ethnic Albanian Crime Groups (EACGs) (Project Copper);
 - Thematic intelligence assessment report on Outlaw Motor Cycle Gang (OMCG) Violence (Project Monitor);
 - Baseline intelligence assessment report on OMCG Threat (Project Monitor);
 - East European Organised Crime (EEOC) threat assessment / strategic situation report (Project EEOC);
 - Threat Assessment on Cyber Crime;
 - Illegal Immigration intelligence assessment on Marriage of Convenience;
 - Illegal Immigration intelligence assessment on China, Vietnam or another critical areas identified;
 - THB intelligence assessment on Central Asia;
 - THB intelligence assessment on the Middle East and North Africa Region
 - Industrial Product Piracy Assessment;
 - Motor Vehicle Crime Assessment;
 - Threat Assessment on extremist/terrorist attacks and activities;
 - Threat and Risk Assessment for Council Summit Meetings;
 - Threat Assessment supporting major sporting events in the EU and other major international events;
 - Threat and risk assessments for countries who are introducing the Euro;
 - Miscellaneous activities enabling Europol to stay abreast of developments and to assist the Member States in their activities related to emerging initiatives in the field of High Tech Crime
- Strategic reports:
 - OMCG strategic report (Project Monitor);
 - OMCG influential membership strategic report (Project Monitor);
 - Expert strategic reports focusing on issues in the field of drugs;
 - Reporting on new psychoactive substances in association with the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA);

¹³ Based on the Council Conclusions based on the OCTA 2009, the need for further regional threat assessments might arise.

- Annual Situation Report on Illicit Trafficking in Nuclear and Radiological Substances;
- Annual Situation Report on Illegal Trafficking in Arms and Ammunition;
- Situation report into the Criminal Funding of Terrorism
- Bi-annual Situation Reports on Euro Counterfeiting;
- Strategic Reports on Organised Crime Groups;
- Strategic Reports on types of crime and on key Organised Crime features;
- Intelligence bulletins:
 - Illegal Immigration bi-monthly Bulletins;
 - THB and Child Abuse bi-monthly bulletins;
 - CT Monthly (counter-terrorism bulletin);
 - Monthly Counter-Proliferation Bulletin;
 - Animal Rights Extremism Quarterly;
 - Counterfeit Currency News;
- Other strategic products:
 - Dialogue on Mediterranean Transit Migration (MTM) “I-Map” (a web-based interactive tool with restricted access) presenting risks and threats faced by partner states, notably on organised crime activities linked to migration and/or border control-related issues;
 - Special briefing papers on terrorist incidents;
 - Glossary of Terrorist Organisations: tailored reports on terrorist organisations describing their structure, modus operandi etc.;
 - Payment Card Fraud Report.

5.4. Goal 4: Operational Support

5.4.1. Objective 4.1: Provide enhanced operational support to Member States and partners

In the pursuit of this objective there should be a particular focus on offering added value to Member States' JITs.

Products and Services:

- Hi-Tech Forensic Support to AWFs: operational support delivering expertise to support AWFs and Member States' requests;
- Cocaine Logo System (incorporating Catalogue & CD-ROM);
- Ecstasy Logo System (incorporating Catalogue & CD-ROM);

- Europol Illicit Laboratory Comparison System (EILCS) incorporating the Europol Synthetic Drug Production Equipment Catalogue (ESDEC) (Project Synergy);
- Facilitation and support to the European Joint Unit on Precursors (EJUP) (Project Synergy);
- On-the-spot technical and analytical support in dismantling and investigating illicit synthetic drug facilities (Project Synergy);
- Support to the European Drug Profiling System (EDPS);
- Europol Asset Seizure Centre;
- First Response Network of Europol and Member States' Experts to provide support to a Member State affected by a terrorist attack;
- Early warning messages on Euro counterfeiting and non-cash payment fraud
- Technical and Evaluation Reports on counterfeit Euro banknotes and coins;
- Implementation of a European Monitoring Centre for currency counterfeiting at Europol;
- Provision of operational subsidies to support Member States' Euro counterfeiting investigations;
- Ad Hoc reports on Euro counterfeiting for judicial authorities;
- Technical Support on dismantled print-shops;
- Counterfeit Currency Image System / Pay Safe project and database;
- Provision of swift and relevant information on equipment being used by counterfeiters, including technical investigations carried out on request;
- Technical Analysis reports for counterfeit plastic payment cards;
- Technical Analysis overview of skimming devices;
- Mobile toolkit to support investigations in payment card fraud;
- Availability of Europol personnel to testify in court.

5.4.2. Objective 4.2: Pursue knowledge sharing and capacity building initiatives to build Europol's reputation as a "Centre of Excellence"

Products and services:

- Knowledge Management Centre (KMC):
 - Gathering, registration and updating of uncommon areas of investigative expertise in the KMC database;
 - Providing of search facility for Member States to find relevant experts, to learn from each other and prevent duplication of efforts;
- Other knowledge products and services:
 - Manual on the identification of ethnic Albanian individuals (Project Copper);

- Good Practice Report (Project Monitor);
 - CD-ROM on Witness Protection legislation and regulations within the EU and relevant Third States;
 - CD-ROM to provide expertise and best practice to Member States concerning controlled deliveries;
 - EU Manual on best practices on the Use of Informants;
 - CD-ROM on training and best practices issues for investigation officers dealing with informants;
 - CD-ROM on cross border surveillance;
 - JIT Manual for Member States' JIT experts (law enforcement and judicial authorities), produced jointly with Eurojust;
 - Financial Crime Information Centre (FCIC) (including asset recovery section for members of the Camden Assets Recovery Inter-Agency Network (CARIN));
 - European Union Vehicle Identification Database (EUVID);
 - DOCIS-Europol (database to centralise Knowledge and best practice related to the identification of ID, travel and other documents);
 - Europol version of German "RAKK" database (to identify the country and region in which vehicle licence plates were issued);
 - Training manual on combating non-cash payment fraud;
 - Management, administration of content up-grade and support to the users of the Automated Translation System SYSTRAN;
 - European Law Enforcement Dictionary;
 - Crime Scene Website to support the exchange of methods and best practices in forensic expertise with regard to crime scenes;
 - Guidelines for a Memorandum of Understanding in covert human intelligence matters;
 - Miscellaneous activities enabling Europol to stay abreast of developments and to assist the Member States in their activities related to emerging initiatives in the field of High Tech Crime
- Capacity building:
 - Composition, presentation and continuous updating of the Europol Training Module and case studies;
 - Cyber Crime training packages: Ad hoc training in internet and forensic investigations as result of the working group on training harmonisation established at Europol;
 - Courses under the umbrella of Specialised Law Enforcement Techniques (SPLET) project such as the informants handler course, witness protection seminars on best practice, and others

- Training course on the dismantling of illicit synthetic drugs laboratories;
- Support to European Police College (CEPOL) training courses on drugs and JITs;
- Europol Annual Training Combating the Sexual Exploitation of Children on the Internet;
- Training on currency counterfeiting and on the use of specific tools in detecting counterfeit money;
- Tactical and technical training on currency counterfeiting and Euro recognition;
- Training course in Operational Integrated Analysis through the train the trainer concept;
- Training course on Strategic Intelligence Analysis;
- Training course on Financial Crime Intelligence Analysis;
- Policy guidance:
 - Expert support to regional and international policy making and other strategic seminars;
 - Secretariat of CARIN;
 - Working Group at European level on 'Issues and further procedures related to the Monitoring of Internet Communications';
 - EU Network on Advisory Teams (EuNAT);
- Conferences and meetings:
 - Euro Conference 2010;
 - Working group on "Issues and further procedures related to the Monitoring of Internet Communication" at European level;
 - Working Group on the technical Analysis of skimming devices;
 - 6th JIT expert meeting, organised jointly with Eurojust.

5.5. Cross-Cutting Issues

5.5.1. Objective 5.1: Complete the transition to the new legal framework effectively and efficiently, in full compliance with the new financial and staff regulations.

The Council Decision established the European Police Office is expected to enter into force on 1 January 2010. This means that the objectives of the current ECD Programme, which focuses on preparing Europol for the changes ahead, will mostly have been achieved by then.

The focus of this objective in the Work Programme 2010 will therefore be to ensure compliance with all the new regulations which will apply to Europol for the

first time, and to perform the new functions associated with the new framework as efficiently and effectively as possible.

5.5.2. Objective 5.2: Complete the move into the new headquarters in a timely manner and with minimum disruption to service delivery.

This objective reflects the objectives of the New Headquarters Programme:

- Ensure Europol has a new headquarters that meets all current spatial, functional and technical requirements for all the building requirements for the next 20 years;
- Ensure a safe, secure, pleasant and efficient working environment for all users of the new headquarters;
- Create a working environment that is supported by improved policies, plans and services to ensure a mechanism for efficient management of the new headquarters.

The current schedule indicates that the New Headquarters is to be finalized in September 2010, at which point the transfer of staff and functions should commence. There will therefore be a significant commitment of resources to the move throughout 2010.

5.5.3. Objective 5.3: Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations.

The EU Agencies with which Europol will attempt to develop and enhance cooperation will include Eurojust, Frontex, CEPOL, EMCDDA, the EU Joint Situation Centre (SitCen), the European Anti-Fraud Office (OLAF) and the EU Police Missions.

The primary international organisations with which Europol will seek to enhance cooperation will be INTERPOL, the United Nations Office on Drugs and Crime (UNODC) and the World Customs Organisation

The guiding principles of Europol's interaction with these bodies, and with Interpol, will be to ensure that products and services complement each other and to avoid duplication, but also gaps in service provision.

Products and services:

- Analytical and expert support to regional initiatives such as the Maritime Analysis and Operational Centre - Narcotics (MAOC-N) and the Coordination Centre for the Fight against Drugs in the Mediterranean Area (CeCLAD-M).

5.5.4. Objective 5.4: Implement organisational improvements, as identified via Europol's Quality Management System and the self-assessment to be conducted at the end of 2009.

In 2009 Europol will begin implementation of its Quality Management System (QMS) by focusing on certain key processes. In 2010, this approach will be extended to other processes throughout the Organisation. Meanwhile, the work

on the first key processes in 2009 is expected to identify areas for improvement. It is therefore planned to implement these improvements in 2010.

Following the self-assessment which was conducted in the first half of 2008, the Europol Improvement Programme (EIP) has been launched. This Programme consists of ten improvement projects which should be concluded by the end of 2009. Any remaining or ongoing actions will be handed back to the responsible Units.

Europol then intends to conduct a second self-assessment at the end of 2009. This self-assessment should again generate a plan of action for organisational improvements, for which resources in 2010 are foreseen under this Work Programme objective.

Meanwhile, one important ongoing improvement initiative will be to provide a strategic and operational business continuity framework and assist in resolving business issues related to recovery planning and recovery plan development, in order to increase resilience to disruption, interruption or loss of business processes.

Work will also progress in terms of the implementation and coordination of business planning and performance management throughout the Organisation.

5.5.5. Objective 5.5: Recruit, retain and develop Europol's workforce in keeping with the Vision & Values.

The current Human Resource (HR) Strategy, which includes 2010, provides three strategic goals:

- Attract and recruit staff with the right competencies;
- Optimise the workforce;
- Develop competencies and reinforce psychological contract.

5.5.6. Objective 5.6: Improve awareness and acceptance of Europol's products and services, particularly within the Law Enforcement community

This objective focuses on communication with the competent law enforcement authorities in the current Member States and third partners, as well as with the EU bodies and EU agencies, in particular in the field of Justice and Home Affairs.

Cooperation with law enforcement authorities in the Member States and the respective EU partners is crucial for the organisation: strengthening the communication in this area, by better promoting awareness of Europol, should lead to increased usage of the Organisation's products and services, and therewith contribute to more operational cooperation.

The fulfilment of this objective will be achieved through the implementation of the corporate communication strategy (including improvements to the Europol website) as well as the continuation of the relevant activities launched as part of the EIP (in particular the "relationship with law enforcement communities" project). Continued participation in CEPOL training activities will also support the achievement of this objective.

5.5.7. Objective 5.7: Optimise cooperation with Third States and partner organisations in accordance with the operational needs and EU priorities as reflected in the Europol External Strategy

- Negotiation and effective implementation of new cooperation agreements with third states, when requested by the Member States and when data protection considerations allow, and with a particular focus on the Western Balkans;
- Logistic implementation of cooperation agreements with third states and international organisations (secure communication links, liaison bureaux, etc.);
- Facilitation of the exchange of data between Europol and third states and partners;
- Input of data received from third states and partners into the IS in compliance with relevant legislation and internal procedures;
- Security inspection visits to third parties in order to verify security measures applied to protect classified information;
- Assistance for analytical activities at the SECI Centre.

5.5.8. Objective 5.8: Apply the principles sound financial management to demonstrate improved economy, efficiency & effectiveness

The principle of sound financial management is defined in Article 25 of EU Commission Regulation No 2343/2002 of 23 December 2002. It refers to the principles of economy, efficiency and effectiveness:

- The principle of economy requires that the resources used by Europol for the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price;
- The principle of efficiency concerns the best relationship between resources employed and results achieved;
- The principle of effectiveness concerns attaining the specific objectives set and achieving the intended results.

Sound financial management also means that SMART objectives shall be set for all sectors of activity covered by the budget and that the achievement of those objectives shall be monitored by performance indicators for each activity. This means that Europol's efforts to embed performance management more fully in its management processes, as required in the Strategy for Europol, will also support this objective.

6. List of Abbreviations

AWF	Analysis Work File
CARIN	Camden Assets Recovery Inter-Agency Network
CBRN	chemical, biological, radiological and nuclear
CD-ROM	Compact Disc Read-Only Memory

CeCLAD-M	Coordination Centre for the Struggle against Drugs in the Mediterranean Area
CEPOL	<i>Collège Européen de Police</i> (European Police College)
CIRCAMP	COSPOL Internet Related Child Abusive Material Project
COSPOL	Comprehensive, Operational, Strategic Planning for the Police
CT	Counter-terrorism
CtW	Check the Web
EACG	Ethnic Albanian Crime Group
ECD	Europol Council Decision
EDPS	European Drug Profiling System
EEA	European Environment Agency
EEOC	East European Organised Crime
EILCS	Europol Illicit Laboratory Comparison System
EIP	Europol Improvement Programme
EJUP	European Joint Unit on Precursors
ELO	Europol Liaison Officer
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
ESDEC	Europol Synthetic Drug Production Equipment Catalogue
EU	European Union
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
EUVID	European Union Vehicle Identification Database
FCIC	Financial Crime Information Centre
FII	Facilitated Illegal Immigration
FIU	Financial Investigation Unit
HENU	Head of Europol National Unit
HR	Human Resources
ICT	Information and Communication Technology
INTERPOL	International Criminal Police Organisation
IS	Information System
JHA	Justice and Home Affairs
JIT	Joint Investigation Team
JSB	Joint Supervisory Body
KMC	Knowledge Management Centre
MAOC-N	Maritime Analysis and Operational Centre - Narcotics
MB	Management Board
MTM	(Dialogue on) Mediterranean Transit Migration
OCTA	Organised Crime Threat Assessment
OLAF	<i>Office de Lutte Anti-fraude</i> (European Anti-Fraud Office)
OMCG	Outlaw Motor Cycle Gang
PCTF	Police Chiefs' Task Force
QMS	Quality Management System

SC	Serious Crime (Department)
SECI Centre	Southeast European Cooperative Initiative Regional Centre
SIENA	Secure Network Exchange Network Application
SitCen	EU Joint Situation Centre
SMART	Specific, Measurable, Achievable, Relevant and Timed
TE-SAT	EU Terrorism Situation and Trend Report
THB	Trafficking in Human Beings
UNODC	United Nations Office on Drugs and Crime
WBOC	Western Balkans Organised Crime
WCO	World Customs Organisation

Future Group
*new ideas for
a free and safe Europe*

Freedom, Security, Privacy – European Home Affairs in an open world



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Report

**of the Informal High Level Advisory Group on the
Future of European Home Affairs Policy
(„The Future Group“)**

June 2008

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Executive Summary

The Future Group

1. At the informal meeting of Ministers of Interior and Immigration in Dresden in January 2007, the German Minister of the Interior and the Vice President of the European Commission responsible for Justice, Freedom and Security proposed the creation of an informal Group at ministerial level with the objective to consider the future of the European area of justice, freedom and security. The findings and recommendations of the Future Group are meant to be an important contribution and a source of inspiration for the European Commission's proposal for the next multi-annual programme in the field of Justice and Home Affairs.
2. The Future Group was co-chaired by the Vice President of the European Commission and the Minister of Interior of the acting Presidency. It brought together, ad personam, the Ministers of Interior of the two current trios of Presidencies (Germany, Portugal, Slovenia; France, Czech Republic, Sweden) and a representative of the future Presidency trio, i.e. Spain, Belgium and Hungary. Further participants were a common law observer (United Kingdom), the President of the LIBE Committee of the European Parliament and a representative of the Secretariat General of the Council.
3. The Group reported regularly on the progress of its discussions to the ministers responsible for Home Affairs at Council meetings and an interim report on the Group's work was presented to all Member States by the Slovenian Presidency during the Informal Justice and Home Affairs Council in January 2008. The work of the Future Group has been summed up in this final report putting together the essential ideas and reflections of the Group. This report is aimed at both the Member States, Parliament and the general public in order to launch a debate on its content and the future of Home Affairs in the European Union.

What are the horizontal challenges for 2010-2014?

4. Throughout its mandate the Future Group strove to identify the major structural changes the European Union has undergone in recent years. When considering what the environment of the European Union will be in the period 2010-2014, three horizontal challenges appeared essential to safeguard and complete the area of justice, freedom and security in the light of continuously changing framework conditions:
 - preserving the "European model" in the area of European Home Affairs by balancing mobility, security and privacy;
 - coping with the growing interdependence between internal and external security;
 - ensuring the best possible flow of data within European-wide information networks.

Preserving Internal Security and External Stability

Police Cooperation

5. The Group recommends deepening law enforcement cooperation within the Union while ensuring that the different aspects of this cooperation progress consistently and while preserving active cooperation in the field. Police forces in the Union belong to Member States' field of competence. In the years to come, these law enforcement services should, however, get closer to each other. There is a need for improving the environment of police cooperation, especially by reinforcing Europol, exchanging knowledge and integrating police file management and security technologies.
6. To this effect, the Group proposes that the European Union should work towards a simplification of the regulations applied when a criminal investigation needs to be carried out on another Member State's territory. This could, for example, mean that certain non coercive acts carried out by police officers on another Member State's territory could be simplified or that a system of written requests for information could be organised.
7. Europol is to function as close partner and focal point for national police forces at the European level. Improving data transfers from Member States to Europol is necessary if it is to become a genuine information platform for Member States. The requirement of the so-called "Swedish" framework decision of 18 December 2006, aiming at better information sharing, could be fulfilled by means of creating automatic data transfer instruments. Furthermore, Europol should be, within its legal framework, increasingly used and expanded into a competence centre for technical and coordinative support.
8. The Group suggests that the European Union should establish a model of Police and Customs Cooperation Centre (PCCC) applicable to all Member States. The structure and missions of PCCCs could be re-evaluated, in order to make them real police-customs centres of crisis management capable of handling events on an international scale. Especially in the border zones, PCCCs should become a model of future police cooperation.
9. The technical management of SIS-, VIS- and Eurodac-type European files should be grouped within a single specific structure for greater efficiency, on the basis of a preliminary evaluation.
10. The research and development activity on European-level security equipment should similarly be considered a priority. In this context intensified use should be made of means available in the 7th Framework Programme for research and technological development. The entire area of security technology has undergone major developments. Efforts must be made to standardise new materials in order to obtain better interoperability.

11. Meanwhile, a common culture of all European Union police forces needs to be further developed with systematic common European training and a greater use of the European Police College for this purpose should be encouraged.

Fight against terrorism

12. The Group recommends that the work initiated within the scope of the 2005 European Union Strategy be carried on and further developed so as to fight terrorism based on a comprehensive global approach. The European Union must ensure that Member States' competences and resources are better tapped, since these are responsible for the operational fight against terrorism.
13. The Group deems it advisable that the different actors of the fight against terrorism be better coordinated within the Union and that, therefore, a concept should be developed on the future institutional architecture in this area. The Group suggests an improvement of the information flow between Member States' law enforcement authorities, Eurojust and Europol. In this context, the role of the Joint Situation Centre (SitCen) should be analysed with particular consideration.
14. Terrorist risks could be better taken into account by European policies: weapons control, the fight against explosives, transport protection, control of financial transactions. Progress is necessary in the preparation of European-level crisis management.
15. Regarding external relations, better political, technical and operational cooperation should be reached with third countries, especially with countries most affected by the menace of terror as well as the Union's major strategic partners – the United States and Russia.
16. The Group suggests promoting exchanges of best practices between the Union's Member States and possibly with third states concerning the legal tools for expulsion and surveillance as well as on appropriate measures to fight home-grown terrorism.
17. From a political standpoint, the Group recommends focusing on mid- and long-term prevention, especially as regards recruitment and radicalisation, by reinforcing the cooperation already started in this field at European Union level, and by continuing the fight against the use of Internet for terrorist purposes. As terrorism is often accompanied by political propaganda, the Union must develop a positive counter-system based on its values: the rule of law, fundamental rights, peace and liberty. The European Union has to improve communication with civil society, using every communication mode, including Internet.
18. A responsible and up-to-date European counter terrorism policy should take into account the possible threat of terrorist attacks with nuclear, biological or chemical weapons. The group suggests creating a platform or mechanism for