

---

# Europol Strategy 2020+

Endorsed by the Management Board

Vienna, 13 December 2018

# Foreword



Catherine De Bolle  
Executive Director

I am honoured to have been given the opportunity to lead this fantastic organisation as Executive Director. Europol is full of enthusiastic, professional staff, working with an extensive network of partners including a growing and dedicated Liaison Bureaux community towards a common goal – making Europe safer.

Europol has been evolving and growing ever since its inception, from a small group assisting Member States’ investigations mainly on drug trafficking, it is now the EU agency for law enforcement cooperation, contributing directly to the European Agenda on Security by working with and for Member States to combat all forms of serious organised crime, cybercrime and terrorism. In the last five years alone Europol has built the European Cybercrime Centre (EC3), the European Serious and Organised Crime Centre (ESOCC) – including the European Migrant Smuggling Centre (EMSC) – the European Counter Terrorism Centre (ECTC) with the European Internet Referral Unit (EU IRU), and a 24/7 Operational Centre; all providing a response to the most important security threats facing the Member States.

During my first months as Executive Director, I made it a personal mission to discuss the future work of Europol with law enforcement chiefs in all Member States. Talking to each of them has been valuable in understanding how best to serve the law enforcement communities around Europe; the essence of this organisation. In developing the agency further, I also want to ensure that our work contributes to EU policies both internal and external – to that effect, I will ensure close cooperation with the EU institutions and our partner EU agencies. Delivering on our mission also means setting the common ground for cooperation in a number of fields – with partners such as the third parties defined in our External Strategy, the private sector or academia.

My ambition is to develop Europol further as a strong organisation so that we can address evolving security threats in an effective and efficient manner. While the whole spectrum of Europol’s activities is detailed in the agency’s programming documents, **I want to focus the work of the organisation expressly on delivering the services most important to the Member States.** In the coming years, these will be our guiding strategic priorities:

- 1 / be the EU criminal information hub making full use of data from an extensive network of partners;
- 2 / deliver agile operational support;
- 3 / be a platform for European policing solutions;
- 4 / be at the forefront of innovation and research for law enforcement;

Finally, aware of the important responsibility entrusted to me as Executive Director of Europol, I aspire to lead the agency to:

- 5 / be the model EU law enforcement organisation with robust performance, good governance and accountability, promoting diversity and staff engagement.

# Mission, vision and values

Our mission, vision and values are directly linked to the objective of Europol as laid out in Article 88 of the Treaty on the Functioning of the European Union, i.e. “to support and strengthen action by the Member States’ police authorities and other law enforcement services and their mutual cooperation in preventing and combating serious crime affecting two or more Member States, terrorism and forms of crime which affect a common interest covered by a Union policy.”

## Mission

Europol’s mission is to support its Member States in preventing and combating all forms of serious international and organised crime, cybercrime and terrorism.

## Vision

Europol’s vision is to ensure an effective EU response to the threats of serious international and organised crime, cybercrime and terrorism in the EU, by acting as the principal information hub, delivering agile operational support and providing European policing solutions in conjunction with our network of partners.

## Values

We work in a spirit of

- *service;*
- *integrity;*
- *accountability;*
- *initiative;*
- *partnership;*
- *diversity.*

## Strategic priorities

- Be the EU criminal information hub.
- Deliver agile operational support.
- Be a platform for European policing solutions.
- Be at the forefront of law enforcement innovation and research.
- Be the model EU Law Enforcement organisation.

### Strategic priority 1: Be the EU criminal information hub

Europol has established itself as the EU criminal information hub and will continue to enhance the value of its network by providing Member States with access to a growing number of partners and sources of information. Europol will further evolve from collecting to connecting information; in the coming years, the focus will be on reinforcing this position by advancing Europol’s information management architecture and rapidly embracing new methods and technologies as they become available. Europol will also work with the relevant EU agencies, the European Commission and the Member States to implement its roadmaps related to travel intelligence and to EU systems interoperability.

#### Highlights:

	A prominent information position through an improved information management architecture with fully integrated data management and advanced capabilities.
	Efficient intake of information, freeing up resources for analysis and operational support.
	Exploit the opportunities made available by the interoperability of EU systems such as increased use of biometrics.
	A travel intelligence function.
	Implementation of Europol’s External Strategy.

### Strategic priority 2: Deliver agile operational support

To increase operational impact by dismantling terrorist networks and increasingly poly-criminal organised crime groups, Europol will develop an agile operational support model, building on its existing experience of the Joint Cybercrime Action Taskforce (J-CAT), Joint Operational Team (JOT) Mare, Counter Terrorism Joint Liaison Team (CT-JLT), High-Value Targets (HVTs), Operational Taskforces (OTFs) and guest officer deployments.

Enhanced analytical capabilities will be at the core of Europol’s operational support. In addition, Europol will develop a complete operational support model to identify, organise, coordinate and deploy multi-disciplinary teams to work with Member States and support priority investigations against high-value targets. Europol will also further enhance its rapid response to terrorist attacks and other major crime incidents.

The most dangerous organised crime groups corrupt and infiltrate the public sector and carry out complex money laundering schemes to conceal their illegal profits. To tackle these top criminals successfully, Europol will put more focus on investigating high-value targets, financial investigations and asset recovery.

#### Highlights:

	Identification and increased support to priority investigations.
	Development of standard operating procedures for rapid response and operational deployments.
	Expanding the EU law enforcement toolbox especially in niche technical and forensic

- capabilities.
- Creation and support of an environment for multi-disciplinary teams and transnational investigations.

**Strategic priority 3: Be a platform for European policing solutions**

Europol will act as the broker of law enforcement knowledge, providing a hub through which Member States can connect and benefit from each other’s and Europol’s expertise and training capabilities. Europol’s evolution from a systems-based organisation to a specialised law enforcement service provider by progressively advancing from processing to producing knowledge will be pursued.

Europol will bring together Member States to drive the development of EU analysis standards and strengthen analysis for law enforcement in the EU. The aim will be to deliver, in close cooperation with Member States, analytical products and services with actionable intelligence, which are recognised and can be used by Member States’ jurisdictions.

Highlights:

- A dynamic knowledge platform, able to exploit the information Europol holds and that which it can access.
- Development of a common methodology and standards of analysis.
- A central inventory of skills available across Member States’ law enforcement agencies in view of connecting expertise, promoting best practices and delivering joint training activities.
- A platform for complex EU policing solutions such as decryption and cryptocurrency.

**Strategic priority 4: Be at the forefront of law enforcement innovation and research**

The advent of new technologies and the increasing sophistication of crime, the exponential growth of data types and volume are major challenges for today’s law enforcement community. Making incremental changes to existing solutions is not enough; to remain relevant and effective, it is necessary to invest in and actively pursue new solutions. Europol will become a central contact point for law enforcement innovation, bringing together the most suitable partners to build a network of innovation, tailored to the needs of Member States’ law enforcement agencies. New methods to leverage the full value of available data and the application of innovative business models in law enforcement will be co-developed, tested and hosted by Europol for the benefit of the Member States.

Highlights:

- Common understanding of innovation and research needs of Member States.
- Identification of best innovation partners.

- Development of an innovation strategy defining the priority fields for investment.
- A culture of innovation including an innovation lab.

**Strategic priority 5: Be the model EU law enforcement organisation**

Europol will work closely with all its partners to develop synergies ensuring the most efficient and effective use of its resources. The agency will maintain the highest governance standards while remaining accountable to its EU law enforcement partners and EU institutional stakeholders, ensuring that our work is visible to EU citizens at large.

Europol will create the conditions for a culture of innovation by nurturing an environment of transparency, communication, creativity and diversity, where staff engagement, motivation and well-being are key.

Highlights:

- Further strengthening a workforce with the skills to drive the organisation forward
- Managing resources in a transparent, trusted and compliant way.
- Develop new communication strategies.
- A diversity and inclusion strategy.