

Europol Unclassified – Basic Protection Level



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2021 – 2023

SECTION II –

Multi-annual programming 2021 – 2023

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Version 3 updated with the Europol External Strategy 2021-2024 adopted by the MB on 10 June 2020

List of Acronyms

ADEP	Automation of Data Exchange Processes	IAS	Internal Audit Service
AP	Analysis Project	ICT	Information and Communications Technology
ARO	Asset Recovery Office		
BPL	Basic Protection Level	IDMC	Integrated Data Management Concept
CBRN	Chemical, Biological, Radiological and Nuclear	IRU	Internet Referral Unit
		ISF	Internal Security Fund
CEPOL	European Union Agency for Law Enforcement Training	J-CAT	Joint Cybercrime Action Taskforce
		JHA	Justice and Home Affairs
COSI	Standing Committee on Operational Cooperation on Internal Security	JIT	Joint Investigation Team
		JOT	Joint Operation Team
CSDP	Common Security and Defence Policy	JRC	Joint Research Centre
CT	Counter-Terrorism	LEA	Law Enforcement Authorities
DPF	Data Protection Function	MB	Management Board
EC3	Europol Cybercrime Centre	MENA	Middle East and North Africa region
ECA	European Court of Auditors	MS	Member State
ECTC	European Counter Terrorism Centre	MTIC	Excise and Missing Trader Intra Community
EEAS	European External Action Service		
EES	Entry-Exit System	OAP	Operational Action Plan (under EMPACT)
EIS	Europol Information System	OCG	Organised Crime Group
EMAS	Europol Malware Analysis Solution	OLAF	European Anti-Fraud Office
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction	OSINT	Open Source Intelligence
		OSP	Online Service Providers
EMPACT	European Multidisciplinary Platform against Criminal Threats	OTF	Operational Task Force
		PERCI	Plateforme Européenne de Retraits de Contenus illicites sur Internet (European platform for takedown of illicit content online)
EMSC	European Migrant Smuggling Centre		Passenger Information Unit
EPE	Europol Platform for Experts	PIU	
ERPOC	EU Response Protocol to Online Crisis	PNR	Passenger Name Record
ESOCC	European Serious and Organised Crime Centre	QUEST	Querying Europol's systems
		SIENA	Secure Information Exchange Network Application
ETIAS	EU Travel Information and Authorisation System	SIS	Schengen Information System
		SOC	Serious and Organized Crime
ETS	European Tracking Solution	SOCTA	Serious and Organized Crime Threat Assessment
EUIPO	European Union Intellectual Property Office		
		TFTP	Terrorist Finance Tracking Programme
Eurojust	The European Union's Judicial Cooperation Unit	THB	Trafficking in human beings
		TP	Third Parties
EU RTF	EU Regional Task Force	UMF	Universal Message Format
Eu-Lisa	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice	VIS	Visa Information System
FIU	Financial Intelligence Unit		
Frontex	European Border and Coast Guard Agency		
HR	Human Resource		
HVT	High Value Targets		
IAC	Internal Audit Capability		

SECTION II - Multi-annual programming 2021 – 2023

1. Multi-annual programme

The priorities of the **Europol Strategy 2020+** will guide the work of the Agency in the years 2021-2023 to:

- be the EU criminal information hub making full use of data from an extensive network of partners;
- deliver agile operational support;
- be a platform for European policing solutions;
- be at the forefront of innovation and research for law enforcement;
- be the model EU law enforcement organisation with robust performance, good governance and accountability, promoting diversity and staff engagement.

The areas of specific focus for the years 2021-2023 are presented below:

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.
- 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.

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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

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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.

Europol External Strategy 2021-2024

1. Framework of the Europol External Strategy 2021-2024

The External Strategy is part of Europol's multiannual programming, in accordance with Article 12 of the Europol Regulation (hereafter "Regulation"). The provisions for Europol's relations with partners are laid down in Chapter V of the Regulation.

The political framework of the Europol External Strategy 2021-2024 includes the European Council's Strategic Agenda 2019-2024, the EU Global Strategy, the Political Guidelines of the current Commission and the steps leading to the European Security Union, to which Europol will continue to contribute.

The key analytical reports on crime in the EU, including Europol's assessments, provide the operational framework for Europol's external relations and an indication of the operational needs of the MS.

The Strategy 2020+ represents the internal framework within which Europol's external relations are set; its strategic priorities represent the basis for defining the objectives for the External Strategy.

The objectives of the External Strategy 2021-2024 and the prioritised external partners reflect the findings of the report on the implementation of the External Strategy 2017-2020, in particular the chapter on Partners of this Strategy. Based on the experience gained during the implementation of the Europol External Strategy 2017-2020 and taking into account the guidance from the Management Board, Europol's leading goals when approaching external partners will be to maximize the exchange of information between Law Enforcement Agencies and Europol and to foster international operational cooperation. As a general principle, Europol's engagement in the projects with external partners will not adversely influence the analytical and operational support provided to the Member States. Europol will address the Member States' interests and their need for support by making a clear prioritisation of its external relations.

The implementation of this External Strategy will strongly rely upon the availability of necessary resources. Furthermore, possible mid-to long-term implications of COVID-19, which appeared while this strategy was being drafted, may affect its implementation in ways that cannot be predicted at the moment.

2. Goals

The External Strategy will guide Europol's cooperation with external partners and fulfil the Agency's objectives set by its Regulation, namely to support the competent authorities of the Member States and their mutual cooperation in preventing and combating serious crime, terrorism and other forms of crime affecting a common interest covered by a Union policy.

Europol performing as an integral part of the EU security architecture

The protection of citizens and freedoms is one of the priorities of the Strategic Agenda 2019-2024¹. Europol has well-established tools in the area of EU internal security, which address existing and emerging threats to the EU posed by an ever-changing security landscape.

¹ The main priorities of the European Council in the area of protecting citizens and freedoms include amongst others, the effective control of external borders; fighting illegal immigration and human trafficking through better cooperation with countries of origin and transit; improving cooperation and information-sharing to fight terrorism and cross-border crime and protecting our societies from malicious cyber activities, hybrid threats and disinformation

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Europol will further develop its relations with third countries, international organisations, regional groups and other external partners. The Agency will maintain existing and establish new strategic and operational cooperation with external partners, to enable the Member States' competent authorities to further strengthen the prevention and combatting of all forms of serious crime. Europol will actively respond to current and emerging EU security challenges, thereby contributing to the European Security Union and the priorities stemming from the EU strategic framework. Europol will further strengthen its cooperation with the Commission and the European External Action Service (EEAS) in order to support the development of external relations in the area of security, in line with the operational needs of the Member States. In addition to existing priorities, the focus will be on developing further capabilities in the fight against cybercrime, financial and economic crime and environmental crime to support the implementation of the Commission's Political Guidelines for 2019-2024. As part of this endeavour, Europol will continue building effective partnerships with EU agencies, operations and missions and other bodies in line with European law enforcement's operational needs.

Europol's external relations flexibly responding to the Member States operational needs

The goal of Europol's external relations is to enhance operational cooperation with external partners, mainly through the exchange of data.

Europol's activities in the area of external relations will be driven by the operational needs of Member States, as identified by key analytical reports on crime in the EU. While contributing to and ensuring the proper implementation of the priorities set by the Policy Cycle for organised and serious international crime, Europol will pay particular attention to including third countries and other external partners in EMPACT activities, where relevant, and to the support of High Value Targets related investigations.

Europol's partnerships with external partners will continue to provide a secure and adaptive environment for flexible and timely support of the Member States' investigations, according to the Europol legal basis.

In order to reach these goals, Europol will pursue several objectives: the Agency will further enhance partnerships with external parties at both strategic and operational levels, with a view to opening new channels for data exchange and increase the data flow through existing ones. It will further develop its cooperation tools in the external relations domain to provide agile operational support to Member States law enforcement authorities and will promote EU policing solutions, innovation and research in its external relations.

3. Objectives

Europol's goals in the area of external relations can be reached through objectives set by this External Strategy. These objectives strongly correlate with the strategic priorities set by the Europol Strategy 2020+:

1. Be the EU criminal information hub
2. Deliver agile operational support
3. Be the platform for European policing solutions
4. Be at the forefront of innovation and research for law enforcement

Bearing in mind the strategic priorities, Europol's objectives in the external relations will be:

Enhancing the partnerships with external parties at both strategic and operational levels

This overarching objective is the major driver for the further development of effective partnerships with external partners. Europol will also support the Commission in the negotiations of new agreements allowing personal data exchange, which have achieved limited results during the first years of implementation of the Regulation.

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The list of priority partners with which Europol may conclude working arrangements adopted by the Management Board, and the criteria for setting the priorities regarding the conclusion of Working Arrangements², discussed by the Corporate Matters Working Group in 2019, guide the implementation of the External Strategy.

Europol will use the tools provided by the European Union to enhance external partnerships such as Union-funded projects, EU operations and missions when relevant.

Using an extended network of partners to develop further the EU criminal information hub

Europol's external relations will focus on the further development of its role as the EU criminal information hub, in order to contribute to the preventive measures and to support the delivery of operational results to fulfil the priorities set by the EU strategic orientation. Europol will also contribute, within its legal mandate, to other Union endeavours, such as achieving a more effective control of its external borders, ensuring the proper functioning of Schengen and providing improved crisis management mechanisms. In addition, Europol will continue exploring its possible role in countering hybrid threats and in the European Union crisis management scheme.

Special attention will be paid to the further development of cooperation with private parties, non-governmental actors and international organisations that could contribute to the work of Europol, according to its legal basis.

Further developing Europol's cooperation tools to provide agile operational support

Europol attracts external partners due to its unique and well-functioning environment for cooperation. Europol will continue to cultivate this environment, which represents a potential for further growth of new interested external partners.

The current security threats and ever-changing criminal environment require a complex multidisciplinary approach of law enforcement. This is reflected in the community of liaison officers hosted by Europol, which consists of police forces, customs representatives, members of the intelligence services and other law enforcement authorities. Europol will further invest to expand this multidisciplinary environment.

While Europol will continue to develop the community of liaison officers in order to ensure an effective connection with Member States and third parties, the future deployment of Europol liaison officers will take place as agreed by the Management Board.

Europol will further expand SIENA with all its functionalities and other platforms, such as the Europol Platform of Experts, in order to ensure the desired flow of operational information. Europol will develop its external relations with a focus on interoperability and interconnection of information (in line with and exploiting the ongoing implementation of the interoperability of EU information systems) to address EU security threats in all their complexity.

Interconnection and synergies will be of the utmost importance in the external relations of the Agency. Europol will explore possibilities to cooperate with EU bodies such as agencies, CSDP missions and operations: the ultimate goal of this cooperation will be to secure the operational data needed to support the law enforcement authorities of Member States. However, any form of cooperation with civilian CSDP mission must be assessed case-by-case, taking into account the Europol's operational needs, its alignment with the legal basis and the availability of resources.

² EDOC#1040799

Promoting EU policing solutions, innovation and research

Europol has completed the phase of promoting its business model to potential external partners: the business model has helped establish solid external cooperation relations in almost all the continents. The continued threats call for new law enforcement approaches, in particular in the areas of counterterrorism, illegal migration, drug trafficking, trafficking in human beings, cybercrime as well as emerging threats from environmental crime. Due to a strong external element, tackling such criminality requires new forms and levels of external cooperation. Consequently, Europol has stepped up its efforts towards some external partners, for example via Union-funded projects.

Europol will continue to promote the model of the European Union law enforcement work with the goal to establish well-functioning external partnerships according to the operational needs. For example, the Innovation Lab will coordinate innovation and research activities for the benefit of the EU Member States' law enforcement agencies and other EU agencies and bodies. The Innovation Lab will focus on developing its external outreach with the established operational partners of Europol. Close cooperation with the Interpol Global Centre for Innovation (IGCI) is being established to monitor emerging technologies relevant to law enforcement work. In this context, cooperation with private parties will be further explored, keeping in mind current limitations in Europol's mandate.

In promoting EU policing solutions, Europol will focus on serving as a knowledge platform also for external partners, on promoting EU criminal analysis standards, on mediating and interconnecting expertise between the Member States, Europol and external partners.

4. Partners

Europol will continue to set priorities for engaging with external partners. The criteria for setting Europol's priorities regarding the conclusion of Working Arrangements, discussed by the Corporate Matters Working Group in 2019, will be applied to identify new external partners.

Europol will continue serving as a platform for EU Member States' competent authorities to interact with their counterparts from the partner countries in a coordinated way. Concerning the general focus of Europol's external relations led by the priority topics of organised crime, counterterrorism and cybercrime, the following areas will be further developed: cooperation on financial investigations, namely through the newly created European Financial and Economic Crime Centre, Europol's travel intelligence function, innovation and forensics.

Third countries and regions

Europol has established cooperation with a number of external partners. The Agency will maintain the relations stemming from the existing agreements and working arrangements.

The Europol Strategy 2020+ states that Europol is the EU criminal information hub and it 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.

From the geographical point of view, the **EU neighbourhood** has particular importance for Europol's external cooperation.

One of the main goals of Europol's external relations will be to establish an excellent operational partnership with the **United Kingdom** following its exit from the European Union. Cooperation with the United Kingdom is essential for all the crime areas falling under Europol's mandate.

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Maintaining excellent relations with the **Schengen Associated Countries**³ is also important. Furthermore, Europol will continue filling the gaps in cooperation with other European countries such as **Andorra** and **San Marino**.

While cooperation takes place on a daily basis at both strategic and operational levels, the **Western Balkan region** remains a top priority for Europol in view of persisting security threats such as organised crime, terrorism and migrant smuggling. The Agency has well-established operational cooperation with all the partners in the region except Kosovo⁴. Europol hosts a community of liaison officers from the region and it is currently conducting a pilot project through the deployment of its own liaison officers to three Western Balkan countries. The added value of this initiative will be assessed in order to allow the Management Board to decide upon the possible continuation.

Europol's effort will be the further enhancement of operational cooperation with the Western Balkans, including involvement in EMPACT. The exchange of crime information and intelligence at regional level should be improved in order to enhance the intelligence picture, also in the context of the EU accession process of the Western Balkans. Western Balkan partners will be encouraged to share proactively crime information. Europol will support building up analytical capacities in the region in line with its recognised standards and best practices, and it will continue supporting Western Balkan regional initiatives when relevant to operational cooperation.

Europol will also continue to engage with **Middle East and North African countries**. Persisting migration pressure accompanied by security threats require well-established cooperation within the region. In order to approach the partners, Europol will seek support of the Commission, the European External Action Service and EU agencies active in the region. Europol will focus on building mutual trust with the law enforcement agencies in the region that should pave the way to the future exchange of information, also by promoting EU policing solutions. Further support to develop Regional Threat Assessment will be provided through the Union-funded project. Particular attention should also be paid to cooperation with **Turkey** since the finalisation of the draft operational agreement between the EU and Turkey on the exchange of personal data between Europol and Turkish law enforcement authorities would allow for a more structured cooperation.

The current level of security threats will keep the focus on the **Eastern Partnership countries**.⁵ Similar to the Western Balkan and MENA regions, Europol will assist in the establishment of regional network of analysts and through the participation in EMPACT activities. Strengthening cooperation with **Ukraine** in the fight against financial and economic crime will be pursued in view of the establishment of the EFEC, while fight against cybercrime is another area of common interest. Active information sharing with the countries that have established cooperation with Europol and promoting Europol's model of cooperation to potential partners will also be in the focus.

Maintaining and further developing cooperation with **the United States, Canada and Australia** will remain another top priority. Europol will also strive to develop excellent cooperation with **New Zealand**. Crime areas such as serious organised crime, terrorism and cybercrime will be in focus.

In the process of maintaining relations with the **Russian Federation**, Europol will continue to follow the general approach adopted by its stakeholders, in line with the valid restrictive measures.

Asia

The need for additional cooperation might arise after the Covid-19 crisis in relation to Asian countries. In particular, Europol recognises the importance of further engagement with **China**, within the framework of the strategic cooperation agreement, which should go hand

³ Iceland, Liechtenstein, Norway, Switzerland,

⁴ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence.

⁵ Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine.

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in hand with growing Chinese investments and expanding relations with some Member States.

The intended deployment of a new Europol Liaison Officer to the IGCI in Singapore, with additional responsibilities covering the whole Asian region, will further enhance possibilities for cooperation. Countering cybercrime, child sexual exploitation and cooperation on innovation will be high on the agenda for future cooperation in the region.

Latin America

Growing demand for drugs, enhanced drug trafficking routes into the EU and the euro counterfeiting justify the need for enhanced cooperation with **Latin American countries**. Europol will focus on further cooperation as well as new partnerships with the **Andean community**.

International organisations

Interpol remains Europol's key partner due to its global outreach, complimentary tools and developed strategic dialogue between the respective management, as both organisations support law enforcement cooperation. Cooperation with Interpol will continue and further develop in line with the Regulation and the planned EU-Interpol cooperation agreement.

Regional police organisations such as the **Police Community of the Americas (AMERIPOL)**, **Association of Southeast Asian Nations National Police (ASEANAPOL)** and **African Union Mechanism for Police Cooperation (AFRIPOL)** and other viable African regional and pan-African partners will also remain partners for further engagement.

Europol will continue its efforts to enhance cooperation with other international organisations such as the **North Atlantic Treaty Organisation (NATO)**, **World Customs Organisation (WCO)**, **UN entities (UNODC, UNCTED, UNOCT, III-M and UNITAD)** and the **Organisation for Security and Cooperation in Europe (OSCE)** with a focus on counter terrorism and hybrid threats.

As the external dimension of the fight against economic and financial crimes becomes increasingly prominent, Europol's cooperation with international organisations and networks, such as the Financial Action Task Force and the Egmont Group, will be a key component of the European Financial and Economic Crime Centre.

5. Oversight mechanism – the role of the Management Board

The Management Board will receive regularly strategic reviews of cooperation with particular partners or regions in order to provide guidance for further actions. Information on the implementation of the External Strategy will be presented every six months.

The list of priority partners with which Europol may conclude working arrangements based on **goals and objectives** as outlined in this external strategy will be annually reviewed and submitted to the Management Board.

The Management Board will regularly discuss the developments and achievements obtained through Europol's external relations to the benefit of the operational interests of the Member States in order to review the goals and objectives set out in this External Strategy.

2. Human and financial resource outlook for the years 2021-2023

Europol’s role in the security landscape of the EU has been recognised over the last few years and, as a result, Europol was entrusted with a number of entirely new functions such as the European Cybercrime Centre, the European Migrant Smuggling Centre, the European Internet Referral Unit the European Counter-Terrorism Centre and most recently, the Innovation Lab. Although some resources were provided to perform these new tasks, Europol has depended heavily on the internal re-allocation of operational staff and on the shifting of posts from support functions to the Operations Directorate.

2021 marks the first year of the new multi-annual financial framework of the EU (2021-2027) and Europol’s role in the Security Union remains important with renewed focus placed on financial investigations and asset recovery, innovation, interoperability⁶, decryption, travel intelligence and countering terrorist content online. In order to be able to perform the tasks assigned to it, Europol needs to be reinforced with an appropriate level of human and financial resources.

In the current Programming Document (2021-2023), Europol has therefore taken the Final Budget 2020 as the baseline for its programming. In the absence of a multi-annual financial framework 2021-2027 and given the increasing workload, complexity and tasks Europol puts forward a request for adequate resources to deliver on its multi-annual strategy. In particular, the requested new posts would allow for an increase in activities to enable the continuation of Member States’ support at an acceptable level, would boost operational ICT and would allow the Agency to keep up with increasing operational demand from Member States. Additionally, the requested new posts reflect the needs for the establishment of EFECC, the Analysis Unit, support to High Value Targets investigations through Operational Task Forces, reinforcing a future Information Management Function and making progress in the area of Travel Intelligence.

In light of the ongoing negotiations in relation to the Multi-annual Financial Framework (MFF) 2021-2027, only the estimates for 2021 are presented in this document.

Area of the business	2021	2022	2023
Operations	47	TBD ⁷	TBD ⁸
ICT and Information Management	11		
Governance and Administration	5		
Total	63		

It is important to stress once more the focus placed on investing continuously in the development of ICT capabilities. Information management capabilities are at the core of Europol’s mandate and mission. Beyond the increased information exchange and number of users, technological solutions are constantly being developed and their services used to support the Member States. Europol is committed to upgrading its information management and systems architecture and to introducing up-to-date, innovative capabilities to Member States.

A budget of € 184.9M for 2021 is included in the Programming Document; a significant part of the increases is related to the Legislative Financial Statements for the Interoperability regulations, and the Visa Information System and the estimated costs of developing and operating an EU referral platform.

⁶ COM(2017) 794 final

⁷ The human and financial resources outlook for 2022 and 2023 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

⁸ Ibid

HUMAN RESOURCES (for detailed figures, see Annex III)

Temporary agents

Starting from the 2019 establishment plan of 591 posts, the net number of posts increased by 24, thus amounting to 615 posts for 2020. For 2021, an increase of 63 Temporary Agent posts is envisaged.

Contract Agents

Despite the expected effect on all areas of the Agency, the level of CAs in 2021 could be reduced to 195, subject to the European Commission including an adequate number of TAs (+63) in its proposal for the Europol Budget 2021; otherwise, Europol shall retain a maximum level of CAs for 2021, as decided by the Management Board and taking into consideration the increased need of human resources to support the implementation of the Europol Strategy 2020+ priorities and change initiatives (i.e. Innovation Lab, EFECC, Analysis, High Value Targets, Information Management, Travel Intelligence).

Seconded National Experts

The number of Seconded National Experts (SNEs) is foreseen to increase with 22 new SNEs in 2021, thus amounting to 93, mainly justified to support change initiatives such as EFECC, Forensic Support and HVT.

For detailed data and numbers per staff category, see Annex III.

Efficiency gains

Europol continues to strive towards being a more operational Agency. In 2019, the results of the job screening exercise showed a slight increase in the percentage of operational jobs and a decrease in the percentage of administrative/coordination jobs.

The job screening exercise followed the guidelines defined by the EU Agencies Network and based on all personnel working at Europol's premises on 15 December 2019. This does not only include Temporary Agents, Contract Agents and SNEs but also Europol Liaison Officers, Trainees and external service providers based at Europol's premises.

Job Type category	2018 Jobs	2018 (%)	2019 Jobs	2019 (%)	Δ 2019
Administrative support and Coordination	223	18%	222	17%	-0.36%
Administrative support	169	13%	168	13%	-0.29%
Coordination	54	4%	54	4%	-0.07%
Operational	977	78%	1004	79%	0.90%
General Operational	741	59%	756	59%	0.25%
Programme Management	211	17%	217	17%	0.21%
Top level Operational Coordination	25	2%	31	2%	0.44%
Neutral	56	4%	50	4%	-0.54%
Finance	56	4%	50	4%	-0.54%
	1256		1276		

Staff financed with ad hoc grants / SLAs

For the year 2021, Europol will also have a number of Contract Agents and SNEs directly funded via ad hoc grants or SLAs:

- Grant from EUIPO: still to be confirmed
- Grant from DG FPI: 5 Contract Agents

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- Grant from DG Near for deployment of Liaison Officers in the Western Balkans: 4 Contract Agents. The current grant runs until March 2021, with a possible further 9-month extension with the current funds, until end 2021 (pending developments under discussion).
- Europol is in close cooperation with DG Near and Cepol working on further agreements for activities concerning three different regions (Eastern Partnership countries, the Western Balkans and MENA). Updates of the PD will be made at the moment that further grant agreements, contribution agreements or SLAs are concluded following the procedures in place.

FINANCIAL RESOURCES (for detailed figures, see Annex II)

Revenue:

The proposed revenue for 2021 is € 184.9M, including the subsidy for the European School in The Hague (ESH).

Item	Heading	Revenue 2019	Revenue 2020	Final Draft Estimate 2021
9000	Regular subsidy from the Community	136,032,458	154,071,567	184,934,000
9001	Subsidy from Community for Type II School ⁹	2,273,000	-	-
9010	Other subsidies and grants	-	P.M.	P.M.
9101	Denmark contribution ¹⁰	-	P.M.	P.M.
9200	Other revenue	-	P.M.	P.M.
TITLE 1 – TOTAL		138,305,458	154,071,567	184,934,000

Expenditure:

Item	Heading	Draft Outturn 2019	Budget 2020	Final Draft estimate 2021	2021/2020	% of the budget
1	Staff	82,060,734	91,159,567	99,880,000	110%	54%
2	Other Administrative Expenditure	12,440,115	10,887,500	15,206,500	140%	8%
3	Operational Activities	42,996,151	52,024,500	69,847,500	134%	38%
Total expenditure		137,497,000	154,071,567	184,934,000	120%	100%

Title 1 – Staff expenditure:

Staff expenditure amounts to € 99.9M and represents 54% of the total budget. It reflects a 10% increase compared to 2020 which is mainly due to the additional staff and the salary and weighting increases.

⁹ Since the school is fully established the subsidy will no longer be separately reflected in the budget

¹⁰ It is envisaged that the budget will be amended later in the year with an additional contribution from Denmark via a separate procedure. The 2019 budget was amended by € 2.7M. Those funds are handled as external assigned revenue (fund source R0).

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The staff and salary budget foresees the expenditure for overall numbers of 678 TAs and 195 CAs. For new staff the costs are calculated for part of the year only to take into account the time it takes to complete recruitment.

The direct salary and allowances related budget (including recruitment expenditure and relocation allowances) for TAs and CAs (Chapter 11 – Staff in active employment) comes to € 91.8M, an increase of € 7.6M compared to the year 2020.

The budget for Socio-medical infrastructure (Chapter 13) and Training (Chapter 14) remains in line with the budget 2020 (amounting to € 1.2M), while the budget for other staff related expenditure (Chapter 15) is envisaged to increase by 20%. The increase of € 1.1M compared to 2020 is foreseen to cover higher costs for external security officers, as a consequence of the taking into use of the secondary Temporary Satellite Building, consultancy services related to the mid and long term housing measures as part of the Strategic Housing Roadmap and additional fees for the European School due to higher numbers of enrolled pupils.

Title 2 – Other Administrative Expenditure:

The budget for administrative activities comes to € 15.2M and represents 8% of the total Europol final draft estimate. The increase for administrative expenditure compared to 2020 amounts to € 4.3M.

An increase of almost € 3.3M or 50% for Rental of buildings and associated costs (Chapter 20), compared to the Budget 2020, is due to the project related to the establishment of a second Temporary Satellite Building and the investments related to it. In addition, higher building-related running costs for the implementation of the service level agreement with the Host State (contractual maintenance to retain the current service environment and business continuity of the headquarters and involved infrastructure).

The budget for administrative ICT (Chapter 21) amounts to € 2.2M and represents an increase of 41% compared to 2020. The budget is envisaged to cover activities related to ngAGE (next generation Administrative and Governance Environments), which includes continuation of support tools and systems, such as IRIS (Intranet), FMIS (Facilities Management System), ABAC (the Commission's financial system), e-Procurement and Sysper II (the Commission's HR System). In addition, this Chapter covers outsourced helpdesk services.

An amount of € 2.5M is foreseen for the continuation of other governance, administrative and telecommunication expenditure (Chapter 22 – 24). This represents € 367K more than in 2020, which is a result of higher cost for investments in the vehicle fleet and administrative telecommunication costs. These Chapters include open source and database subscriptions, legal expenses, administrative expertise, uniforms, furniture, car fleet, office supplies, postal and courier services, telecommunications, etc.

For the budget for activities of the Management Board and its Working Groups under Chapter 25 there is an increase (+3%) which follows from the planning of four MB meetings for two full days and an increase in costs for the external MB meeting.

Title 3 – Operational activities:

The budget for Operational activities adds up to € 69.8M and represents nearly 38% of the total budget. The increase for operational activities compared to 2020 amounts to € 17.8M.

A main increase is foreseen for Chapter 30 – Operations. An increase of more than € 11M is foreseen to further enhance the support to MS investigations. This additional budget will enable Europol to further develop MS support in areas highlighted in the Europol Strategy 2020+. Europol's existing capabilities will be strengthened in areas such as Operational task Force/ HVT investigation support, forensics support, Economic and Financial crime investigation support. The additional budget also aims at covering new tasks e.g. ATLAS. In addition, a budget of € 4M is provided for the continuation of security checks at hotspots. A significant part of the budget will be used to support Member States in organising operational and strategic meetings, missions, trainings for third parties and funding of operational task forces in line with the current level of support.

The budget for operational ICT services and programmes under Title 3 (Chapters 31 and 32 together) comes to € 34.7M, which is an increase of € 5.5M compared to 2020. This budget will be used for the implementation of the ICT workplan, in particular for the new Environment for Operations, interoperability, the new forensic environment (FITE), for a new EU platform for referrals and removal orders and the biometrics capabilities related to the Visa Information System.

Part of the operational expenditure is intended to cover the allowances for 93 Seconded National Experts under Chapter 33, amounting to € 5M.

The budget under Chapter 34 and 35 for high level external stakeholder meetings (HENU and Europol Police Chiefs Convention) amounts to € 420K.

With an amending budget of € 5M in 2018 Europol and the Commission's Joint Research Centre initiated a project to build a Decryption Platform. The platform is envisaged to be taken into use in 2020 and an amount of € 1M is envisaged in the 2021 budget, under Chapter 38 - Decryption platform, to cover for the operational running costs including electricity and further investments.

Performance Indicators

Indicators	Target 2021 ^{11,12}
% of active users on the EPE	
Operational Stability - Uptime of Core Systems	
Number of Cross Border Crime Checks in the EIS related to persons (MS)	
Number of objects (all types) in the EIS (MS+Europol)	
Number of searches through EIS and QUEST (MS+Europol)	
Number of SIENA cases initiated by MS, TP and Europol	
Number of SIENA messages exchanged by MS, TP and Europol (incl. PCCC)	
Accepted contributions to be processed	
SIENA messages exchanged by third parties (TP)	
Speed of first-line response to MS requests (days)	
Number of cases where High Value Targets are identified	
Number of operational task forces established	
Operational reports delivered related to SOC	
Operations supported related to SOC	
Satisfaction with operational support and analysis in the area of SOC	
Decryption platform successes	
Number of forensic jobs performed by EC3	
Operational reports produced related to cybercrime	
Operations supported related to cybercrime	
Satisfaction with operational support and analysis in the area of cybercrime	

¹¹ A number of indicators throughout the Work Programme also depend on MS demand for Europol’s products and services.

¹² Indicators and targets for 2021 will be reviewed before the final adoption of the Programming document.

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Indicators	Target 2021
% of persons checked for secondary security checks in hotspots	
Operational reports produced related to CT	
Operations supported related to CT	
Satisfaction with operational support and analysis in the area of CT	
Volume of content assessed by IRU related to terrorism and violent extremism	
Operational reports related to Financial and Economic Crime	
Operations supported with Financial and Economic Crime products/services	
Satisfaction with operational support and analysis in the area of Financial and Economic Crime	
Number of Europol requests for PNR data (Art. 10 PNR Directive)	
Number of new JITs signed	
Number of strategic analysis reports	
Satisfaction with key strategic analysis reports	
% Late Payments	
% of female staff	
% of pending critical/very important audit recommendations implemented within the timeline committed to by Europol	
% Staff Engagement (via Staff Survey)	
Budget Outturn rate	
Commitment Rate Europol Budget	
Payment Rate Europol Budget	
Sickness rate	
Total number of news articles mentioning Europol (high-impact web-based media)	
Turnover rate	
Vacancy rate	

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Annex I: Resource allocation per Activity 2021-2023

		Provisional Draft Estimate 2021				Forecast 2022		Forecast 2023	
ID	Activity	Number of staff (TA,CA,SNE)	% of total staff	Budget allocation (Euro)	% of total budget	Number of staff (TA,CA,SNE)	Budget allocation (Euro)	Number of staff (TA,CA,SNE)	Budget allocation (Euro)
A.1	Development of operational ICT capabilities	167	17%	56,835,000	31%	TBD ¹³	TBD ¹⁴		
A.2	Information Exchange and Cooperation	79	8%	12,657,000	7%				
A.3	Combating Serious and Organised Crime	130	13%	27,322,000	15%				
A.4	Combating Cyber Crime	106	11%	16,450,000	9%				
A.5	Counter-Terrorism	109	11%	18,127,000	10%				
A.6	Combating Financial and Economic Crime	66	7%	11,540,000	6%				
A.7	Provision of cross-cutting operational capabilities	55	6%	6,970,000	4%				
Operational activities		712	73%	149,901,000	81%				
A.8	Governance, support and administration	253	26%	31,901,000	17%				
MBF	Management Board Functions	17	2%	3,132,000	2%				
Horizontal administrative activities		270	27%	35,033,000	19%				
Total		982	100%	184,934,000	100%				

¹³ The human and financial resources outlook for 2022 and 2023 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

¹⁴ Ibid

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Annex II:

A. Human and Financial Resources 2021 – 2023

Table 1: Expenditure

Expenditure (Only C1 fund source)	Commitment / Payment appropriations			
	2020	2021	2022	2023
Title 1 Staff Expenditure	91,159,567	99,880,000	TBD ¹⁵	TBD ¹⁶
Title 2 Other Administrative Expenditure	10,887,500	15,206,500		
Title 3 Operational Activities	52,024,500	69,847,500		
Total expenditure	154,071,567	184,934,000		

Table 2 – Revenue

REVENUES (only IC1)	Executed Budget 2019	Budget 2020	DB 2021 Agency request	DB 2021 Budget forecast	VAR 2021/ 2020
1 REVENUE FROM FEES AND CHARGES					
2. EU CONTRIBUTION	138,305,458	154,071,567	184,934,000		1.20
Of which assigned revenues deriving from previous years' surpluses	1,158,893	1,106,807	2,363,548		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	-	P.M.	P.M.		-
4 OTHER CONTRIBUTIONS	-	P.M.	P.M.		-
5 ADMINISTRATIVE OPERATIONS	-	P.M.	P.M.		-
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	-	P.M.	P.M.		-
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT	-	P.M.	P.M.		-
7 CORRECTION OF BUDGETARY IMBALANCES	-	P.M.	P.M.		-
TOTAL REVENUES	138,305,458	154,071,567	184,934,000		1.20

¹⁵ The human and financial resources outlook for 2022 and 2023 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

¹⁶ Ibid

Table 3 – Budget Outturn Cancellation of appropriations

Calculation Budget Outturn

BUDGET OUTTURN	2017	2018	2019
Revenue actually received (+)	119,696,212	136,992,275	143,094,062
Payments made (-)	(110,402,761)	(117,290,890)	(128,591,904)
Carry-over of appropriations (-)	(18,756,290)	(26,103,122)	(22,802,657)
Cancellation of appropriations carried over (+)	834,972	1,029,950	1,557,227
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	9,783,165	6,480,224	9,108,957
Exchange rate differences (+/-)	3,595	-1,631	-2136.79
	1,158,893	1,106,807	2,363,548

Budget Outturn

The overall draft budgetary outturn for the financial year 2019 comes to € 2.4M. This includes the following:

- An amount of € 808K of the 2019 budget was not committed and lapsed;
- An amount of € 1.56M of appropriations carried forward from 2018 to 2019 was not used;
- The exchange rate difference was -€ 2.1K (loss).

Cancelation of payment appropriations carried forward

The carry forward to 2018 came to a total of € 17M to cover existing commitments including € 5M of non automatic carry over for the Decryption platform. The final implementation rate of the carry forward was 90.8% at the end of the year, which is 0.8% lower than in 2018. A total of € 1.56M was not used and is thus incorporated in the final budget outturn.

- € 117K relates to Title 1, which is 14.5% of the carried forward under Title 1 (€ 807K);
- € 231K relates to Title 2, which is 7.7% of the carried forward under Title 2 (€ 3.0M);
- € 1.2K relates to Title 3, which is 9.2% of the carried forward under Title 3 (€ 13.2M).

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Annex II:

B. Final draft Estimate of Revenue and Expenditure 2021¹⁷

Final draft Estimate of Revenue and Expenditure 2021

Draft Expenditure and revenue 2019	Draft Budget Outturn 2019	Budget 2020	Final Draft Estimate 2021	VAR 2021/2020
Title 1 Staff Expenditure	82,060,734	91,159,567	99,880,000	1.10
11 Salaries & allowances	76,635,530	84,170,567	91,767,000	1.09
- of which establishment plan posts	64,035,980	70,341,567	79,837,000	1.13
- of which external personnel	12,599,550	13,829,000	11,930,000	0.86
13 Sociomedical infrastructure	1,022,569	1,084,000	998,000	0.92
14 Training	135,000	150,000	230,000	1.53
15 Other staff-related expenditure	4,174,885	5,649,000	6,779,000	1.20
16 Entertainment and representation expenses	92,749	106,000	106,000	1.00
Title 2 Other administrative expenditure	12,440,115	10,887,500	15,206,500	1.40
20 Rental of buildings and associated costs	8,057,847	6,517,500	9,800,000	1.50
21 Information and communication technology	1,610,299	1,570,000	2,219,000	1.41
22 Movable property and associated costs	1,156,936	889,000	999,500	1.12
23 Current administrative expenditure	301,130	374,000	469,000	1.25
24 Postal charges and telecommunications	726,963	881,000	1,042,000	1.18
25 Statutory expenditure	586,941	656,000	677,000	1.03
Title 3 Operational activities	42,996,151	52,024,500	69,847,500	1.34
30 Operations	14,837,852	17,613,500	28,740,500	1.63
31 Operational information technology	22,633,869	28,141,000	33,546,000	1.19
32 Telecommunication costs for operational activities	936,390	1,050,000	1,141,000	1.09
33 Seconded National Experts (Operational)	4,109,141	4,100,000	5,000,000	1.22
34 EPCC	267,964	300,000	300,000	1.00
35 Heads of Europol National Units	90,000	120,000	120,000	1.00
38 Decryption Platform	120,934	700,000	1,000,000	1.43
TOTAL EXPENDITURE	137,497,000	154,071,567	184,934,000	1.20

Quarterly estimate of cash payments and receipts:

Chapter	RECEIPTS	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total 2021
90	Regular subsidy from the Community	46,233,500	46,233,500	46,233,500	46,233,500	184,934,000
	Total Receipts	46,233,500	46,233,500	46,233,500	46,233,500	184,934,000

Title	PAYMENTS	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total 2021
1	Staff in active employment	24,720,300	24,720,300	24,720,300	24,720,300	98,881,200
2	Other administrative expenditure	2,661,138	2,661,138	2,661,138	2,661,138	10,644,550
3	Operational activities	14,842,594	14,842,594	14,842,594	14,842,594	59,370,375
	Total Payments	42,224,031	42,224,031	42,224,031	42,224,031	168,896,125

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Receipts - Payments	4,009,469	4,009,469	4,009,469	4,009,469
Cumulative	4,009,469	8,018,938	12,028,406	16,037,875

Draft Establishment Plan 2021 - The relevant information is to be found below in Annex III.

¹⁷ Figures are rounded so the sum of the individual amounts may differ from the totals.

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Annex III:

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population [1]		Actually filled as of 31.12.2018 [2]	Authorised under EU Budget 2019 [3]	Actually filled as of 31.12.2019 [4]	Authorised under EU budget for year 2020 [5]	Draft Budget 2021 [6]	Envisaged in 2022	Envisaged in 2023
TA	AD	549	559	547	583	646	TBD [7]	TBD [8]
	AST	24	32	23	32	32		
	AST /SC							
TOTAL TA [8]		573	591	570	615	678		
CA GF IV		36.00	52	42.80	52	37		
CA GF III		99.22	118	97.56	121	100		
CA GF II		41.22	62	51.17	62	58		
CA GF I								
TOTAL CA [9]		176.43	232	191.52	235	195		
SNE [10]		77.42	71	82.20	71	93		
<i>Structural service providers [11]</i>		29.9	50	39.7	50	50		
TOTAL		856.75	944	883	971	1016		
<i>External staff[12] for occasional replacement[13]</i>								

[1] This table provides all staff categories at Europol except trainees and Europol Liaison Officers. At the end of 2019 there were 16 trainees and around 262 Europol Liaison Officers (including Law Enforcement trainees and other staff in the Liaison Offices).

[2] The figures below include 18 TA posts (all in AD function group) that were not filled on 31.12.2018 but for which recruitment procedures were finalised and offer letters sent to selected candidates

[3] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE)

[4] The figures below include 21 TA posts (all in AD function group) that were not filled on 31.12.2019 but for which recruitment procedures were finalised and offer letters were sent to selected candidates

[5] As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE)

[6] Number of CAs is subject to the European Commission including an adequate number of TAs (+63) in its proposal for the Europol Budget 2021; otherwise, Europol shall retain a maximum level of CAs for 2021, as decided by the Management Board

[7],[8] The human and financial resources outlook for 2022 and 2023 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation [8] Headcounts

[9] FTE (annual averages)

[10] FTE (annual averages). The figure reported as of 31.12.2019 excludes FTE for SNE Guest Officers and SNE funded by Grants

[11] FTE (annual averages)

[12] FTE (annual averages)

[13] Annual average FTE of CA's covering TA's on maternity leave, long-term sick leave and TA's working part-time. As these staff concern CAs the figure is from 2017 onwards fully integrated in the line for TOTAL CA.

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Annex III: Table 2 - Multi-annual staff policy plan 2021-2023

Category and grade	Establishment plan in EU Budget 2019	Filled as of 31/12/2019	Modifications in year 2019 in application of flexibility rule [1]	Establishment plan in voted EU Budget 2020	Modifications in year 2020 in application of flexibility rule [2] [3]	Establishment plan in Draft EU Budget 2021	Establishment plan 2022	Establishment plan 2023
	TA only	TA only	TA only	TA only	TA only	TA only	TA only	TA only
AD 16								
AD 15	1	1	1	1	1	1		
AD 14	1	3	1	3	3	3		
AD 13	5		5	5	5	6		
AD 12	11	7	11	11	11	11		
AD 11	17	5	16	14	9	10		
AD 10	28	14	23	25	20	23		
AD 9	61	28	61	50	45	51		
AD 8	94	67	89	84	79	87		
AD 7	132	151	132	148	158	175		
AD 6	171	260	192	211	231	260		
AD 5	38	11	28	31	21	19		
Total AD	559	547	559	583	583	646		
AST 11	0	0	0	0	0	0		
AST 10	0	0	0	0	0	0		
AST 9	0	0	0	0	0	0		
AST 8	3	0	0	1	1	2		
AST 7	5	3	5	5	5	5		
AST 6	6	2	6	6	6	6		
AST 5	7	5	7	7	7	7		
AST 4	7	8	8	7	7	6		
AST 3	1	1	3	3	3	3		
AST 2	3	4	3	3	3	3		
AST 1	0	0	0	0	0	0		
Total AST	32	23	32	32	32	32		
AST/SC6	0	0	0	0	0	0		
AST/SC5	0	0	0	0	0	0		
AST/SC4	0	0	0	0	0	0		
AST/SC3	0	0	0	0	0	0		
AST/SC2	0	0	0	0	0	0		
AST/SC1	0	0	0	0	0	0		
Total AST/SC	0	0	0	0	0	0		
TOTAL	591	570	591	615	615	678	TBD [4]	TBD [5]

[1], [2] In line with Article 38(1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% TA only of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

[3] Net modification and explanations for the modifications are provided on the page below

[4], [5] The human and financial resources outlook for 2022 and 2023 is subject to the MFF 2021-2027 negotiations and the update of the Europol Regulation

Explanations on the modifications and changes in relation to the establishment plans from 2021 to 2023

Modification to 2020 establishment plan using the flexibility contained with Article 38(1) of framework Financial Regulation.

The modifications envisaged to the establishment plan 2020 can be summarised as follows:

Modification	Budgetary effect
5 AD11 downgraded to AD6	Savings
5 AD10 downgraded to AD6	Savings
5 AD9 downgraded to AD6	Savings
5 AD8 downgraded to AD6	Savings
10 AD5 converted to AD7	Increase

In total the modifications involve 30 post movements which constitute around 9.8% of the total number of 615 established posts within the allowable 10% contained within Article 38 and expenditure impact of the total changes results in budget savings.

The staff turnover was 10.89% at the end of 2019, higher than last year, due to the increased number of resignations and end of contracts.

Replacement of staff occurs in many instances at entry level thus reducing the grade of many posts of long-serving staff. The modified establishment plan 2020 provides a more accurate reflection of the organisation in terms of actual grades allocated to staff and current and upcoming vacancies, taking into account the following factors:

- 60 staff members left Europol during 2019 with most of them being replaced or due to be replaced in lower grades;
- Similar profiles are replaced in entry grades, i.e. in most cases lower than those of leaving staff;
- In some cases when post profiles are reviewed they are converted into lower level posts (e.g. Senior Specialist/Senior Analyst into Specialist/Analyst).

Reclassification adjustments in the Establishment plans for 2021, 2022 and 2023

Europol implements reclassification on an annual basis. The establishment plans for 2021 to 2023 not only reflect the changes required in relation to new staff allocations but also changes to facilitate the reclassification process and potential changes to staff grades. At the end of the reclassification 2019 6% of staff (temporary agents) was reclassified. For future years depending on the grades the establishment plan foresees approximately 10% reclassification.