



Doc. 300.2.2

Institution Response (Institutional Evaluation)

Date: 20/03/2024

- Higher Education Institution: CYPRUS POLICE ACADEMY
- Town: NICOSIA
- Institution Status: HIGHER EDUCATION

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to 2021 [L.136(I)/2015 – L.132(I)/2021].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.2.1) must justify whether actions have been taken in improving the quality of the Institution in each assessment area.*
- *In particular, in the section building facilities, student welfare services, infrastructure, the HEI must respond on the comments and scoring of the EEC.*
- *Under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the deficiencies noted under the quality indicators (criteria)*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.2.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

BUILDING FACILITIES - STUDENT WELFARE SERVICES - INFRASTRUCTURE

1. Building facilities

1.1 Plans and licenses

Comments of the External Evaluation Committee

There are no drawings submitted for the buildings except for Bldg Γ which is not updated with all three floors.

- Note 1.1.1.2 – There is a general plan but does not contain all the required information.
- Note 1.1.2. – There is no Operating Licence available. It is noted that the school buildings have not been permitted by the regular procedure i.e. issuance of planning permit and then issuance of building permit. Instead and because the school is a governmental organisation under the ministry of justice, as with all governmental organisations, the buildings have been permitted by a Planning Consent by the Dept. of Town Planning and therefore the local municipality of Aglantzia (which is the competent authority to issue the operating licence) does not have any jurisdiction over the school. CYQAA must decide whether to accept the non-existence of such operating licence.

- Notes 1.1.3.1 to 1.1.3.3

Bldg A is OK

Bldg B does not score satisfactory for Earthquake performance. The school must provide proposed solution.

Bldg Γ is OK

Bldg Δ is OK

Bldg MMAΔ A2 does not score satisfactory for Earthquake performance.

The school must provide proposed solution.

Answer to comments by the C.P.A.

On the 1st of February 2024, a letter was sent to the relevant office at Cyprus Police Headquarters (Building Infrastructure Division) relating to the needed improvements to the buildings of the Cyprus Police Academy. More specifically, amongst others, it is asked that (a) architectural plans of the buildings are drawn and a new area plan issued, (b) the antiseismic construction of the two buildings be rectified, and (c) the requirement for an operating license is investigated (ANNEX A). In addition, on the 7th of March 2024 a letter was sent to the E.R.U. in relation to the antiseismic construction of building A2 (ANNEX B).

1.2 Other facilities

Comments of the External Evaluation Committee

NOTES

There are no drawings available. There are some drawings available for Building Γ which however are incomplete. The school must provide all the above drawings and documentation according to the requirements of CYQAA.

CLOSING REMARKS

1. CYQAA must decide whether to accept the nonexistence of an operating licence or a Certificate of Final Approval for the reasons mentioned above.
2. The school must propose means of rectification or provide clarifications for Bldg B and Bldg MMAΔ A2 which do not score satisfactory for earthquake performance due to the existence of short columns which are vulnerable to earthquake. It is noted that the School's Civil Engineers have issued a successful Inspection Certificate E.O.E. 104 for both buildings with the note that the school must fix the problem of the short columns.

3. The school must provide drawings for all buildings in a clear and organised manner showing all required information according to 1.2 here above.

The civil engineer evaluator proposes to CYQAA to grant the school with an extension of time to take care of all the above requirements.

1.2.6-1.2.8 Number of teaching rooms and their respective areas, capacity and the percentage of daily occupancy for all units, Number of offices for teaching staff and their respective areas and capacity, Number of laboratories and their respective areas and capacity, Number of rooms/offices for directors/administrators and their respective areas and capacity, Number of rooms/offices for administrative services and their respective areas and capacity, number of parking spaces for students, staff and disabled - marked as poor

Answer to comments by the C.P.A.

On the 1st of February 2024 a letter was sent to the relevant office at Cyprus Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy. More specifically, amongst others, it is asked that (a) architectural plans of the buildings are drawn and a new area plan issued, (b) extra parking spaces for disabled persons, and (c) new instruction rooms and offices for teaching and administrative staff are created, (d) the requirement for an operating license is investigated (ANNEX A).

In addition to the above, during 2023, an extra parking area of 3000 sq.m. was created north of the C.P.A. area, enough to hold 190 parking spaces.

Furthermore, and until the infrastructure of the C.P.A. is upgraded, the training program of the C.P.A. is drawn according to the existing resources of the C.P.A., and other infrastructure of the Police and the Fire Service:

No.	Kind of facility	Total Capacity (no. of persons)	Normal weekly use (no. persons)
8	Administration offices	8	8
19	Conventional instruction rooms	372	230
13	Teaching staff offices	24	23
16	Administrative staff offices	27	24
2	Computer laboratories	41	41

In addition, for practical training, there are seven practical training rooms that are used in the framework of training programs run by the C.P.A. (Model Court Room, model Police Station, Model Detention area, Model of a house, crime scene area, a police lineup area, interrogation area, self-defense room, and forensic interviews room).

2. Student welfare services

[Click here to add text.](#)

3. Infrastructure

Comments of the External Evaluation Committee

The EEC viewed the library which is used by police trainees and consider it to be relatively well stocked with books covering a range of topics such as criminology, criminal law, police procedure. The budget is generous and could be used more proactively to ensure students have access to current knowledge and evolving systems of policing. One issue concerns the building itself which is rather small and somewhat cramped which potentially limits the ability of students to use the area as a study space. Bar the issue of space we consider the library to be satisfactory.

The EEC did not have any sighting of technological or technical support. We have entered satisfactory in the absence of a N/A option.

The EEC was shown two computer rooms for use by trainee recruits. Both rooms had an acceptable number of PCs for use by recruits and the equipment appeared to be functional. It should be noted however, that the PCs themselves appeared to be relatively old (given the rapid advances in such technology) and were not of the newer 'all in one' variety.

Answer to comments by the C.P.A.

On approval of the annual budget, a list of books for purchase is compiled, depending on the training needs of the C.P.A.. The list is drawn after taking into account the training needs and market research on new or imminent publications. After the list is completed, the relevant procedure regarding public procurement is carried out according to the Law on Public Procurement and the relevant regulations.

Besides the above procedure, during the year, whenever unforeseen needs come up for library material, and in the context of the existing legal framework, books are purchased to satisfy library needs at the C.P.A.

During 2023, 89% of the books purchased for the library, were published during the period 2020-2024: 62% was of police / law / criminology content, 19% was of a more general content like research, sociological and psychological approaches to the police and / or its members, training, etc, 3% of firefighting content, and the rest 16% was of management content, relating to the training of police members with a rank higher than constable (ANNEX C).

In addition, through collaboration between the Library of the C.P.A. and the Library of the Open University of Cyprus, electronic access is provided to more than 89,000 e-books, and more than 49,000 Electronic journals (access to the above-mentioned electronic material is available only through the computers installed at the Library of the C.P.A.).

The C.P.A. Library also provides the possibility of interlibrary loan within the framework of cooperation with Cypriot Libraries.

On the 1st of February 2024 a letter was sent to the relevant office of the Cyprus Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy. More specifically, amongst others, it is asked that a study area is created as an extension to the library (ANNEX A).

On the 14th of February 2024 a letter was sent to the Information Technology Department within the framework of the submission of requests for the 2025-2027 budget (article 07.652 relating to purchase of IT equipment) in which, the need for the purchase of 53 new computers is clearly stated (ANNEX D). 41 of the 53 computers will replace the existing ones in the computer laboratories, and two of them will replace the existing ones in the library.

It is noted that the computer laboratory (building A) is a certified International Computer Driving License (ICDL/ECDL) Examinations Centre for members of the Police and the Fire Service.

The Technological Support Office of the Cyprus Police Headquarters (IT Department) is situated in Building D of the C.P.A., and is available of any technological support necessary to all Police Departments. It is staffed by three members of the police.

In addition, one member of the C.P.A. is in charge of the daily technical and technological support of the C.P.A., whose office is also situated in building D of the C.P.A..



On the 5th of February 2024 a police member with many years of experience in technological support was transferred to the C.P.A. for this purpose.

1. Institution's Academic Profile and Orientation

Sub-Areas

- 1.1 Mission and strategic planning
- 1.2 Connecting with society
- 1.3 Development processes

1.1 Comments of the External Evaluation Committee

The EEC was provided with two large volumes of written documentation which included that relating to the overall mission of the institution as well as mechanisms for quality assurance and internal review of individual modules. some more attention needs to be directed towards the setting of short, medium and long-term goals and robust mechanisms for assessing their realisation in practice. While the CPA currently lists its goals and objectives it is not clear by what criteria they are being assessed and if necessary, revised.

Answer to comments by the C.P.A.

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way. The C.P.A. trains police members in the application of the law and the way they carry out their police duties, according to the Orders of the Chief of Police.

In accordance with the Fiscal Responsibility and Financial Framework Law (L.20(I)/2014) and to rationalize the structures and procedures of financial management and the implementation of relevant measures, Ministries are invited to prepare, on an annual basis, their Strategic Planning and Budgets, which are based on activities (Activity-based Budgets) and in line with the Strategic Statement prepared at government level.

The Cyprus Police prepares its Strategic Planning in line with the Strategic Planning of the Ministry of Justice and Public Order; it is determined mainly by police-related factors, the adoption of new legislation / amendment of existing legislation, recommendations by the European Union on issues related to the Police, and any relevant political decisions.

The Cyprus Police Academy, as a Unit of the Cyprus Police, sets its aims and plans its activities in accordance with the Strategic Planning of Cyprus Police and quality assurance; its goal is to provide quality training to the members of the Police, so that they develop the skills and abilities required for the effective execution of their duties.

Responsibility for monitoring the implementation of the Strategic Planning of the C.P.A. lies with the C.P.A. Departmental Support Team, which, every three months collects data on actions and activities by the competent Offices of the C.P.A.. The same team prepares the C.P.A. annual plans, according to the needs of the C.P.A. and the Strategic Targets of the Police.

A more extensive report of the results of the actions and activities for each strategic target is sent to the relevant Directorate of the Police every three months. This details the extent to which each activity has been completed and the budget spent for each.

The Police Academy has set its Strategic Pillars and Objectives for the period 2022-2024: Quality training, Development of infrastructure, Internationalisation, Upgrade of Student Welfare, Management Strategy, and Social Strategy, each with its own goals and timeframe (ANNEX E). For example, the Strategic Pillar "Quality Training", has as one of its strategic goals, "The quality assurance of teaching at the C.P.A.", which is measured by the percentage of instructors attending the annual Refresh Train the Trainers program, aiming at 100%.

1.2 Comments of the External Evaluation Committee

... the EEC felt that more could perhaps be done to feed back from the public (society) into the issues taught at the CPA. For example, public satisfaction surveys conducted with the Cyprus police generally could feed back into training and engage with some of the issues that appear to be of public concern. At present it is not clear that such a dialectical process is occurring and there is a slight sense that training is rather siloed and conducted in the absence of any community / wider society inputs.

Answer to comments by the C.P.A.

Regarding the comment on the inclusion of the public satisfaction surveys into the issues taught at the C.P.A., the Cyprus Police conducted two surveys during 2022 and 2023 (via a private research company), the results of which are included in the training program for police recruits.

To be more specific, "Research on the image of the Cyprus Police" April 2022, and "Evaluation of the Community Police" September 2023, presented the concerns of the citizens and what the public wants from the Police. The research showed for example, the need of citizens to feel safe through police patrols, a topic included in the training program for police recruits, and more specifically, in Basic Police Principles B.A.A.102, and a second important topic that is of concern to citizens, that of burglaries, a topic that is covered in Penal Code I Π.Κ.201 and Penal Code II Π.Κ.502 modules.

1.3 Comments of the External Evaluation Committee

It is not entirely clear to the EEC that an academic development plan exists and how tutors can progress within their particular role and perhaps this should be discussed as part of an annual appraisal process. The second, concerns the role of research and we do not feel the current logistics of the training curriculum and staffing levels within the CPA are conducive to staff conducting research within their normal job role. While some staff are undertaking research and publishing it is clear that they are doing this outside of their normal teaching duties.

Answer to comments by the C.P.A.

An Instructors' Development Portfolio was created in December 2020 and has been in operation since then. This is a personalized program for continuous training and upgrading of the qualifications of the instructors of the C.P.A.. By registering their targets, programming and activities, as well as through self-reflection, instructors can map out their academic development. A "... Participation in research projects / creation of knowledge in the Police / Fire Service" section is included in the activities proposed for the development of instructors depending on the targets of each instructor has set him/herself.

The Refresh Training Program also takes place on an annual basis. It has a duration of two weeks (one week is allocated to operational police / firefighting topics, and one week to teaching / educational topics). The Program is attended by all instructors. In addition, instructors also participate in training programs organized at the C.P.A. such as the Crime Investigation Training Program (5 weeks), the Sergeants' Training Program (8 weeks), the Inspectors' Training Program (4 weeks), the Traffic Training Program (6 weeks), as well as other shorter training programs.

Furthermore, the Strategic Targets of the Cyprus Police Academy for 2023 (and 2024) include "Training of members of the C.P.A. abroad" with a budget of 2000 euro (per year) in the annual budget for the purpose. During 2023, two members of the C.P.A. participated in trainings of the European Police Academy (CEPOL). In the same Strategic Planning, the activity "Participation of members of the C.P.A. in seminars / conferences / visit abroad" with a budget of 3000 euro per year for the budget of 2023 and 2024. In this context, one member of the C.P.A. was trained at the Greek Police Academy during the period 07/02-10/06/23.

In addition, during 2023 an instructor of the C.P.A. was away on unpaid leave for the purpose of his legal training at the General Attorney's Office for one year.

As far as the annual appraisal of the Police members is concerned, this is regulated by the Police (Promotion) Regulations R.A.A. 214/2004, according to which, the members of the Police, up to the rank of the Inspector, are appraised on a specific form which includes criteria such as management skills, judgement, discipline, effectiveness in carrying out duties, communication, integrity, professional training, loyalty to service, initiative and professional relations.

In addition, the same regulations include bonus points for promotion. Specifically, up to eight points for having academic qualifications (Diploma 2 points, Degree 4 points, Masters 2 points and Doctorate 2 points) are awarded. This is an incentive for instructors, as well as for the rest of the police members to develop.

Furthermore, unofficially, the delegation of management / coordination duties is given to the more experienced instructors, while traditionally, the School Commanders come from the group of experienced instructors.

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way. The C.P.A. trains police members in the application of the law and the way they carry out their police duties, according to the Orders of the Chief of Police.

Since 2022, when the Directorate of Strategy and Management of Change (P.S.O. 1/104) was established, research is within the responsibility of the said Directorate, which coordinates research activity in cooperation with other agencies / state and private universities of Cyprus and abroad, in topics that relate to policing. It is the duty of the Directorate also to locate research gaps and problematic areas that need to be investigated for the upgrading of the work and the services provided by the Police.

Moreover, the C.P.A. instructors, during the preparation of classes (with the support of the Research Office of the C.P.A.) carry out research of a police / legal nature during which they are kept up to date for any developments in the topic they will be teaching, including new laws, orders, relevant Court Decisions etc.

Findings

The EEC was impressed by the dedication and commitment of teaching staff in the CPA. We feel that the CPA also takes reasonable steps to monitor satisfaction with its training curriculum and take steps to modify if necessary. There are some areas where improvement might be sought: For example, the recruitment, appointment and promotion process for teaching staff at the CPA is not subject to open competition. The EEC had little understanding of the transparency and the quality of the processes and indeed, who is part of the decision-making process in this context. The process could be further improved by publicly advertising these roles and the qualities set for candidates to be selected as part of an open competition framework.

Answer to comments by the C.P.A.

A member of the Police / Fire Service can be placed at the Cyprus Police Academy as a Police / Fire Instructor after s/he has successfully completed the Train the Trainers Program.

The Program, usually run once a year, is advertised internally via the Weekly Orders and the Police Portal and circulated in internal mail. The requirements for qualifying to attending the Program are included in the call for interest.

Once the applications for the program have been received, eligible candidates are invited to attend an interview before a committee as defined by the relevant Police Order (4/2). The applicants that meet the abovementioned criteria (and according to the spaces available each year) are invited to participate in the Train the Trainers Program which is of a five-week duration. With the successful completion of the Training, they are potential trainers.



According to their performance in the Train the Trainers Program, relevant suggestions are made to the Chief of Police for potential trainers to be transferred to the C.P.A.. The transfer of trainers to the Police Academy is arranged by the Police Headquarters (or the Chief of the Fire Service), and according to the operational needs of the Police / Fire Service).

In addition to the above, the C.P.A. invites any (civilian) person who meets the minimum required qualifications and is interested in being included in the C.P.A. Register of Lecturers (valid for three years) to apply. The call is posted on the Official Gazette of the Republic, the police website and local press. On receipt of the applications, they are evaluated by a three-member C.P.A. Committee. Interested lecturers who meet the minimum qualifications are included in the said Registry and are called to teach in various training programs, according to the training needs of the C.P.A.. Minimum required qualifications include Doctoral Degree (in related subjects as listed in the call) from recognized Higher Education Institutions or Postgraduate Degree from a recognized Higher Education Institution (in related subjects as listed in the call) and ten years of experience in teaching the specific subject to adults in the specific field (in cases where the nature of the subject requires it) or Bachelor's degree (in related subjects as listed in the call) from a recognized Higher Education Institution and fifteen years of work experience in the specific subject or a Professional Title (in related subjects as listed in the call) from a competent Professional Body and fifteen years of work experience in the specific subject.

As far as promotion for the members of the police is concerned, these are regulated by the Police (Promotion) Regulations.

Areas of improvement and recommendations

The practice of not employing non-police accredited external staff with professional merit and experience should be reconsidered. A mechanism to ensure professional development within the CPA should be devised with individual career aspirations addressed by way of a more formalised academic plan.

Answer to comments by the C.P.A.

The C.P.A. invites any (civilian) person who meets the minimum required qualifications and is interested in being included in the C.P.A. Register of Lecturers (valid for three years) to apply. The call is posted on the Official Gazette of the Republic, police website and local press. On receipt of the applications, they are evaluated by a three-member C.P.A. Committee. Interested lecturers who meet the minimum qualifications are included in the said Registry and are called to teach in various training programs, according to the training needs of the C.P.A.. Minimum required qualifications include Doctoral Degree (in related subjects as listed in the call) from recognized Higher Education Institutions or Postgraduate Degree from a recognized Higher Education Institution (in related subjects as listed in the call) and ten years of experience in teaching the specific subject to adults in the specific field (in cases where the nature of the subject requires it) or Bachelor's degree (in related subjects as listed in the call) from a recognized Higher Education Institution and fifteen years of work experience in the specific subject or a Professional Title (in related subjects as listed in the call) from a competent Professional Body and fifteen years of work experience in the specific subject.

Furthermore, in relation to the comment regarding professional development with career aspirations addressed in a more formalized way, it is noted that, unofficially, the delegation of management / coordination duties is given to the more experienced instructors, while traditionally, the School Commanders come from the group of experienced instructors.

2. Quality Assurance

Sub-Areas

2.1 System and quality assurance strategy

2.2 Ensuring quality for the programmes of study

2.1 Comments of the External Evaluation Committee

The EEC was content that many areas of educational provision within the CPA were of satisfactory or higher standard. The CPA meets and in some cases exceeds quality assurance expectations in some areas (programme and module review; responding to student views of the programme, publishing quality assurance criteria) but as noted in 1.2 [above] there are some areas where improvement is required e.g. including society / community views into the overall training programme and attempting to tailor training in ways that meets societal and community expectations. This can be done via a more consistent approach to the use of survey and other quantitative / qualitative measures of community / society satisfaction.

Answer to comments by the C.P.A.

Regarding the comment on the inclusion of the public satisfaction surveys into the topics taught at the CPA, the Cyprus Police conducted two surveys during 2022 and 2023 (via a private research company), the results of which are included in the training program for police recruits.

To be more specific, "Research on the image of the Cyprus Police" April 2022, and "Evaluation of the Community Police" September 2023, presented the concerns of citizens and what the public wants from the Police. The research showed for example, the need of citizens to feel safe through police patrols, a topic included in the training program for police recruits, and more specifically, in Basic Police Principles B.A.A.102. Another important topic that is of concern to citizens, for example, is that of burglaries, a topic that is covered in the modules of Penal Code I Π.Κ.201 and Penal Code II Π.Κ.502.

2.2 Comments of the External Evaluation Committee

The EEC did have some issues around the design of the building which looks and feels dated (although well maintained) and other aspects of infrastructural support, but in the main those aspects that relate to training and education are generally positive.

Answer to comments by the C.P.A.

Because of the age of the buildings, the C.P.A. places emphasis on their improvement, on a yearly and constant basis, aiming at its smooth running and the assurance of the best training possible for the police members. For this purpose and in collaboration with the Building Infrastructure Division of the Police Headquarters, a relevant amount is included in the annual budget, according to the yearly estimate.

In addition, on the 1st of February 2024 a letter was sent to the relevant office of Cyprus Police Headquarters (Building Infrastructure Division) that relates to improvements to the buildings of the Police Academy (ANNEX A) where one of the topics is the creation of new instruction rooms.

Findings

While there are good lecture spaces, communal rooms and spacious areas for teaching and learning there is a deficit of resources elsewhere. The library is reasonably well stocked but despite an apparently good annual budget - books are provided when requested rather than there being a concerted effort to keep the books/journals and other reading matter up to date.

Answer to comments by the C.P.A.

On approval of the annual budget for the library, a list of books for purchase is compiled, depending on the training needs of the C.P.A.. The list is drawn after taking into account the training needs and market research on new or imminent publications. After the list is completed, the relevant procedure regarding public procurement is carried out according to the Law on Public Procurement and the relevant regulations.

Besides the above procedure, during the year, whenever unforeseen needs come up for library material, and in the context of the existing legal framework, books are purchased to satisfy library needs at the C.P.A.

During 2023, 89% of the books purchased for the library, were published in the years 2020-2024: 62% was of police / law / criminology content, 19% was of a more general content like research, sociological and psychological approaches to the police and / or its members, training, etc, 3% of the purchases were on fire fighting content, and the rest 16% was of management content, relating to the training of police members with a rank higher than constable (ANNEX C).

In addition, through collaboration between the Library of the C.P.A. and the Library of the Open University of Cyprus, electronic access is provided to more than 89,000 e-books, and more than 49,000 Electronic journals (access to the above-mentioned electronic material is available only through the computers installed at the Library of the C.P.A.).

The C.P.A. Library also provides the possibility of interlibrary loan within the framework of cooperation with Cypriot Libraries.

Areas of improvement and recommendations

While we appreciate that it is not possible for students to use their own equipment for security reasons - the technology used in these rooms could do with some updating. The CPA is in some urgent need of a purpose built gym to provide physical exercise, training and ongoing fitness facilities for staff and students. A firearm range on site is required.

Answer to comments by the C.P.A.

On the 14th of February 2024 a letter was sent to the Information Technology Department in the context of submitting requests for the 2025-2027 budget for article 07.652 relating to purchase of IT equipment and in which, the need for the purchase of 53 new computers is clearly stated (ANNEX D). 41 of the 53 computers will replace the existing ones in the computer laboratories, and two of them will replace the existing ones in the library.

It is noted that the computer laboratory (building A) is a certified International Computer Driving License (ICDL/ECDL) Examinations Centre for members of the Police and the Fire Service.

In addition, on the 1st of February 2024 a letter was sent to the relevant office of Cyprus Police Headquarters (Building Infrastructure Division) that relates to improvements to the buildings of the Police Academy (ANNEX A) where one of the topics is the creation of an outdoors physical training area.

The construction of an outdoor covered physical training area had been scheduled to be completed during 2023-2025, and for these years, appropriate planning in the annual budget was carried out. The architectural plans and the construction study have been completed and the relevant permission was granted, however, because of cuts in the budget and other operational needs, the proposed date for the start of the project has been set for 2025.

On the 14th of February 2024 a letter was sent to the Finance Directorate of the Police Headquarters in the context of the preparation of the 2025-2027 budget, in which the following were included: (a) the creation of an outdoor physical training area with changing rooms etc, for the physical training of the academy trainees as well as for the personnel



(315.000 euro for 2025 and 315.000 euro for 2026), and (b) improvements at the CPA (training areas and recreation areas) (**ANNEX F**).

In addition, on the 7th of March 2024, a letter was sent to the ERU for the promotion of the creation of an indoors shooting range (**ANNEX B**).



3. Administration

Click here to add text.

4. Learning and Teaching

Sub-Areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

4.1 Comments of the External Evaluation Committee

Students that met with the EEC were satisfied with the programme of study offered and did not make any major suggestions for change other than they would appreciate more practical experience in attending court.

Answer to comments by the C.P.A.

The C.P.A., taking into account the comments of the Committee, has amended the “Criminal Procedure” Π.Δ. 103 module, to include an assessed group work on Court procedure, so that the onsite experience in Court is more targeted and more beneficial for the recruits (ANNEX I).

Moreover, recruits are trained onsite at the Model Court Room for the purposes of giving recruits as much beneficial experience of Court procedure as possible.

4.2 Comments of the External Evaluation Committee

The buildings e.g. classrooms, library, the apartment used for training etc., were well maintained if a little dated. The library seemed rather on the small side, however and it was rather surprising to see that there was no purpose built gymnasium for physical education given that this occupies such a central role in police recruitment.

Answer to comments by the C.P.A.

On the 1st of February 2024 a letter was sent to the relevant office of the Cyprus Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy (ANNEX A). More specifically, amongst others, it is asked that, (a) new instruction rooms as well as office space for administrative and teaching staff, (b) a study area (as an extension of the library), and (c) an outdoor gym, are also created.

The construction of an outdoor covered physical training area had been scheduled to be completed during the years 2023-2025, and for these years, appropriate planning in the annual budget was carried out. The architectural plans and the construction study have been completed and the relevant permission was granted, however, because of cuts in the budget and other operational needs, the proposed date for the start of the project has been set for 2025.

On the 14th of February 2024 a letter was sent to the Finance Directorate of the Cyprus Police Headquarters in the context of the preparation of the 2025-2027 budget, in which the following were included: (a) the creation of an outdoor physical training area with changing rooms etc, for the physical training of the academy trainees as well as for the personnel (315.000 euro for 2025 and 315.000 euro for 2026), and (b) improvements at the C.P.A. (training areas and recreation areas). (ANNEX F).

Findings

Many of the buildings are well maintained and functional, if a little dated.

Answer to comments by the C.P.A.

On the 1st of February 2024 a letter was sent to the relevant office of the Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy (ANNEX A). More specifically, amongst others, it is asked that, (a) new instruction rooms as well as office space for administrative and teaching staff and (b) a study area as an extension of the library, are also created.

Areas of improvement and recommendations

1. There are good lecture spaces, communal rooms and spacious areas for teaching and learning there is a deficit of resources elsewhere.
2. The buildings comprising the academy estate are generally clean and well maintained. Nevertheless, this cannot disguise the fact that the academy building itself is rather dated and antiquated. Some classrooms for example are small and few of the rooms are designed to facilitate student centred learning and interactive practice. For example, where students sit at circular tables which encourages them to work in groups and participate in learning activities.

Answer to comments by the C.P.A.

On the 1st of February 2024 a letter was sent to the relevant office of the Cyprus Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy (ANNEX A). More specifically, amongst others, it is asked that, a) new instruction rooms as well as office space for administrative and teaching staff and (b) a study area as an extension of the library, are also created.

On the 14th of February 2024 a letter was sent to the Finance Directorate of the Cyprus Police Headquarters in the framework of context of the 2025-2027 budget, in which the following were included: (a) the creation of an outdoor physical training area with changing rooms etc, for the physical training of the academy trainees as well as for the personnel (315.000 euro for 2025 and 315.000 euro for 2026), and (b) improvements at the C.P.A. (training areas and recreation areas). (ANNEX F).

On the 14th of February 2024 a letter was sent to the Information Technology Department in the context of submitting requests for the 2025-2027 budget for article 07.652 relating to purchase of IT equipment and in which, the need for the purchase of 53 new computers is clearly stated (ANNEX D). 41 of the 53 computers will replace the existing ones in the computer laboratories, and two of them will replace the existing ones in the library.

It is noted that the computer laboratory (building A) is a certified International Computer Driving License (ICDL/ECDL) Examinations Centre for members of the Police and the Fire Service.

In addition, on the 7th of March 2024, a letter was sent to the E.R.U. for the promotion of the creation of an indoors shooting range (ANNEX B).

Because of the small size of the instruction rooms, the C.P.A. has, since 2017, adopted a small group approach to teaching, in order to encourage experiential learning both in class and in other training areas of the C.P.A.. Group work is one of the main teaching methods used at the C.P.A.

5. Teaching Staff

Comments of the External Evaluation Committee

Perhaps more could be done to interlink the practical curriculum with those theoretical aspects at the University of Cyprus but this is probably an ongoing endeavour that will mature in time. if recruitment continues to increase then some planning consideration should be given to the resources made available for the physical / technical aspects of the curriculum.

We were not provided with this information. [Number of teaching staff working full-time and having exclusive work - Number of special teaching staff working full-time and having exclusive work - Number of visiting Professors - Number of special scientists on lease services]

Answer to comments by the C.P.A.

Modules offered at the University of Cyprus have been designed to give theoretical knowledge to recruits which is complemented by the police training at the C.P.A.. For instance, at the University, recruits cover "human rights" on an academic theoretical level, which is complemented by police practice in relation to arrest and search powers, handling detainees etc. Also, the module criminal justice covers "Courts at the Republic" from a theoretical point of view, and is complemented by police practice at the C.P.A. and observation in Court within the training at the C.P.A..

Programming at the C.P.A. for the training of police and fire service recruits, as well as other programs, is drawn according to the existing capacity of the C.P.A.. The training programming of the C.P.A. requires instruction rooms and offices of teaching and administrative staff and other infrastructure of the Police and the Fire Service.

In case, during the drawing up of the C.P.A. programming, there is a need for more resources, then the relevant communication is forwarded to the Chief of Police for more resources to be allocated to the C.P.A., drawing from resources of the wider Police / Fire Service.

The C.P.A. utilizes teaching staff coming from the Police and the Fire Service, other Government Agencies, and the relevant C.P.A. Registries. The staff is categorized into permanent staff, part time staff, visiting lecturers and visiting special scientists:

Kind / category of teaching staff	No. of persons
<i>Lecturers' Registry (visiting civilian lecturers) 2024-2026</i>	<i>98</i>
<i>Police / Fire Service experts Registry (visiting lecturers) 2024-2026</i>	<i>23</i>
<i>Police / Fire Service experts Registry (visiting special scientists) 2024-2026</i>	<i>28</i>
<i>Permanent full time C.P.A. training police / fire service staff</i>	<i>22</i>
<i>Permanent Full time C.P.A. civil teaching staff</i>	<i>1</i>
<i>Part time C.P.A. civil teaching staff (after procurement)</i>	<i>9</i>
<i>Members of Government Agencies called to teach at the C.P.A. according to training needs</i>	<i>According to training needs</i>

Findings

The EEC finds that human resources are adequate to support the study programme under normal conditions. However, the current circumstances put an important strain on administrative human resources with a rise in the number of students from 100 in 2020 to 416 in 2023.

Answer to comments by the C.P.A.

Programming at the C.P.A. for the training of police and fire service recruits, as well as other programs, is drawn according to the existing capacity of the C.P.A.. The training programming of the CPA requires instruction rooms and offices of teaching and administrative staff and other infrastructure of the Police and the Fire Service.

In case, during the drawing up of the C.P.A. programming, there is a need for more resources, then the relevant communication is forwarded to the Chief of Police for more resources to be allocated to the C.P.A., drawing from resources of the wider Police / Fire Service.

Areas of improvement and recommendations

In the absence of an adjustment in the number of administrative staff who currently seem to be doing two or more jobs, there will be a significant impact on teaching staff, and eventually on the student experience.

Answer to comments by the C.P.A.

Programming at the C.P.A. for the training of police and fire service recruits, as well as other programs, is drawn according to the existing capacity of the C.P.A.. The training programming of the CPA requires instruction rooms and offices of teaching and administrative staff and other infrastructure of the Police and the Fire Service.

In case, during the drawing up of the C.P.A. programming, there is a need for more resources, then the relevant communication is forwarded to the Chief of Police for more resources to be allocated to the C.P.A., drawing from resources of the wider Police / Fire Service.

During the writing up of these comments, the C.P.A. personnel comes up to 56 persons.

Management	4*
Full time Administrative Staff	22
Full time Teaching Staff	23
Part time Administrative Staff	7**
Part time Teaching Staff	

*Two members of management are also part time teaching staff

**The same seven members are both administrative and teaching staff

Only one member of the part time administrative staff is also part time teaching staff on a permanent basis. Six members who are also administrative and teaching staff are utilized as teaching staff when needed and depending on the training needs, as additional teaching staff.

6. Research

Comments of the External Evaluation Committee

The structure of the current curriculum does not appear to facilitate independent research in association with other teaching and administrative duties. For this to happen then there would need to be some provision for either reduced teaching loads or for staff to take sabbatical periods of leave. However, this is an issue for the CPA going forward and while we would not wish to be critical of any move towards a more research oriented culture, we would suggest that the implications of this are thought through for existing teaching and administrative workloads. In addition, the fusing of technical and theoretical components of police research often works best if an outside higher educational institution is involved and again this would have to be subject to discussion about the scope of what can be achieved within the current organisational framework.

Answer to comments by the C.P.A.

The permanent teaching staff of the C.P.A. are in their majority, permanent members of the Police, who are police officers granted with police powers and duties and who are transferred by the Chief of Police according to operational needs, when and wherever it is needed.

The Chief of Police, according to the Police Law (L.73(I)2004) is answerable to the Council of Ministers for the adequate management and governance of the Police (art8), and the Council of Ministers, according to the same law, has the authority to issue regulations relating to the governance of the police, including the terms of service and the work hours for the members of the police (art 13(1)).

Since 01/01/2023, the total of working hours for the members of the police, comes up to 37.5 hours per week. The C.P.A. taking into account the total of working time, as well as the training needs and the operational needs, has set a ceiling of 20 teaching periods (15 working hours) per instructor per week, to ensure best professional teaching.

According to the Police General Regulations (R.A.A. 51/1989) members of the police may apply for a training leave. Training leave is leave that is granted for training / education purposes, either on one's own expense, or on a scholarship, or with the approval of the Republic or any other authority, approved by the Council of Ministers, for purpose of public interest (art19ΣΤ), which, provided it is approved, it is granted without pay. For instance, during 2023, a C.P.A. instructor was away on unpaid leave for the purposes of training for the lawyer's professional license, at the Attorney General's Office, for one year.

Since 2022, when the Directorate of Strategy and Management of Change (P.S.O. 1/104) was established, research is within the area of responsibility of the said Directorate, which coordinates research activity in cooperation with other agencies / state and private universities of Cyprus and abroad, in topics that relate to policing. It is the duty of the Directorate also to locate research gaps and problematic areas that need to be investigated for the upgrading of the work and the services provided by the Police.

Moreover, the C.P.A. instructors, during the preparation of classes, carry out research of a police / legal nature during which they are kept up to date for any developments in the topic they will be teaching, including new laws, orders, relevant Court Decisions etc.

Findings

The EEC is satisfied that the CPA programme is aligned with institutional strategy, well designed and provides a solid foundation for police trainees to undertake professional policing duties in the Republic of Cyprus. As such, we feel that the practical and to a lesser extent, theoretical components of the training curriculum are generally well supported. What is less obvious however, is the degree to which members of the academic staff can devote any significant amount of time to research given their existing teaching and administrative workloads. Furthermore, any significant move towards a more research oriented culture will also depend on the support of a partner institution such as a university.

It will be helpful to ensure the interconnection between the practical and theoretical aspects of student learning across the curriculum is more developed. For example, the relation between fundamental rights and crowd management could be informed by up to date social scientific research in policing studies.

Answer to comments by the C.P.A.

Since 2022, when the Directorate of Strategy and Management of Change (P.S.O. 1/104) was established, research is within the area of responsibility of the said Directorate, which coordinates research activity in cooperation with other agencies / state and private universities of Cyprus and abroad, in topics that relate to policing. It is the duty of the Directorate also to locate research gaps and problematic areas that need to be investigated for the upgrading of the work and the offered services of the Police.

Moreover, the C.P.A. instructors, during the preparation of classes, carry out research of a police / legal nature during which they are kept up to date for any developments in the topic they will be teaching, including new laws, orders, relevant Court Decisions etc.

The total of the program of the training of police recruits comprises of 65,5% practical training (**ANNEX G**), which is included in individual parts of the program, such as (a) practical experience with a portfolio, which is totally practical, (b) the semester at the E.R.U. which is predominantly practical, (c) all the rest of the parts of the program with practical exercises, scenarios and role play, observation in real circumstances such as the Court, etc, (d) the semester at the University of Cyprus, which is the most theoretical semester, and which has included research as practical application of the theoretical, by which recruits are examined on this.

To ensure the practical application of the theoretical, assessment of the modules has been modified to include assessment methods relevant to practical training, such as Role Play (Basic Principles of Policing B.A.A. 102, Criminal Procedure Π.Δ. 103, Traffic T.104, Penal Code Π.Κ.201, Various Laws Δ.Ν. 202, Penal Code II Π.Κ. 502) and Practical Exam (Traffic T.104, Scientific Evidence E.Μ. 501, Penal Code II Π.Κ. 502), etc.

Modules offered at the University of Cyprus have been designed to give theoretical knowledge to recruits which is complemented by the police training at the C.P.A. For instance, at the University, recruits cover “human rights” on an academic level, which is complemented by police practice in relation to arrest and search powers, handling detainees etc. Also, criminal justice covers “Courts at the Republic” from a theoretical point of view, is complemented by police practice at the C.P.A. and observation in Court within the training at the C.P.A..

Areas of improvement and recommendations

In the absence of a discernible research culture the CPA does not currently fully promote synergies between teaching and research.

Answer to comments by the C.P.A.

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way. The C.P.A. trains police members in the application of the law and the way they carry out their police duties, according to the Orders of the Chief of Police.

Since 2022, when the Directorate of Strategy and Management of Change (P.S.O. 1/104) was established, research is within the area of responsibility of the said Directorate, which coordinates research activity in cooperation with other agencies / state and private universities of Cyprus and abroad, in topics that relate to policing. It is the duty of the Directorate also to locate research gaps and problematic areas that need to be investigated for the upgrading of the work and the offered services of the Police.

Nonetheless, the Cyprus Police conducted two surveys during 2022 and 2023 (via a private research company), the results of which are included in the training program for police recruits. To be more specific, "Research on the image of the Cyprus Police" April 2022, and "Evaluation of the Community Police" September 2023, presented the concerns of the citizens and what the public wants from the Police. The research showed for example, the need of citizens to feel safe, through police patrols, a topic included in the training program for police recruits, and more specifically, in Basic Police Principles B.A.A.102. Another important topic that is of concern to citizens, for example, is that of burglaries, a topic that is covered in the modules of Penal Code I Π.Κ.201 and Penal Code II Π.Κ.502.

Moreover, the C.P.A. instructors, during the preparation of classes, carry out research of a police / legal nature during which they are kept up to date for any developments in the topic they will be teaching, including new laws, orders, relevant Court Decisions etc, so that their presence in class is up to date and quality professional training and education is delivered.

7. Resources

Comments of the External Evaluation Committee

The CPA's mission statement needs to be clarified somewhat and more emphasis should be paid to the setting of short, medium and long-term goals and how these can be evidenced and realised. The Committee had no access to information about the Institution's financial resources and how they were spent.

Answer to comments by the C.P.A.

In accordance with the Fiscal Responsibility and Financial Framework Law (L.20(I)/2014) and to rationalize the structures and procedures of financial management and the implementation of relevant measures, Ministries are invited to prepare, on an annual basis, their Strategic Planning and Budgets, which are based on activities (Activity-based Budgets) and in line with the Strategic Statement prepared at government level.

The Cyprus Police prepares its Strategic Planning in line with the Strategic Planning of the Ministry of Justice and Public Order; it is determined mainly by police-related factors, the adoption of new legislation / amendment of existing legislation, recommendations by the European Union on issues related to the Police, and any relevant political decisions.

The Cyprus Police Academy, as a Unit of the Cyprus Police, sets its aims and plans its activities in accordance with the Strategic Planning of Cyprus Police and quality assurance; its goal is to provide quality training to the members of the Police, so that they develop the skills and abilities required for the effective execution of their duties.

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way.

The Police Academy, in line with its mission and the Strategic targets of the Police, has set the Strategic Pillars and Objectives for the period 2022-2024: Quality training, Development of infrastructure, Internationalisation, Upgrade of Student Welfare, Management Strategy, and Social Strategy, linked to the annual budget (ANNEX E).

A more extensive report of the results of the actions and activities for each strategic target is sent to the relevant Directorate of the Police every three months, which demonstrates the extent to which each activity has been completed and the budget spent for each.

For instance, in the approved budget of the C.P.A. for 2023, the following were included. The whole of the approved budget of the C.P.A. for 2023 is included in ANNEX H:

Article		Approved sum for 2023	Sum spent in 2023
030352	Cost for exams (recruitment, promotion, good knowledge of a foreign language)	€635150	
03502	Personnel training / Conferences, seminars and other events	€326000	€128120
03554	Experts' fees	€12600	
03582	Lecturers' fees (various trainings of members of the police)	€141750	
030272	Library (purchase of books and periodicals)	€10000	€8624

Findings

We did not come across any obvious areas which demanded a fundamental rethink in policy and there were only a few aspects where some attention may be required. For example, in clarifying the mission statement of the organisation and linking it more clearly to measurable goals and objectives.

Answer to comments by the C.P.A.

The C.P.A., taking into account the comments of the Committee has adjusted its mission as follows:

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way.

The Police Academy, in line with its mission and the Strategic targets of the Police, has set the Strategic Pillars and Objectives for the period 2022-2024: Quality training, Development of infrastructure, Internationalisation, Upgrade of Student Welfare, Management Strategy, Social Strategy, linked to the annual budget (ANNEX E).

A more extensive report of the results of the actions and activities for each strategic target is sent to the relevant Directorate of the Police every three months, which demonstrates the extent to which each activity has been completed and the budget spent for each.

Areas of improvement and recommendations

There is nothing that requires fundamental change here other than to note the comment about the CPA's mission [as above].

Answer to comments by the C.P.A.

The C.P.A., taking into account the comments of the Committee has adjusted its mission as follows:

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way.

B. Conclusions and Final Remarks

Comments of the External Evaluation Committee

As with any review exercise there are of course going to be areas that are deemed very good and others that perhaps require a little more effort. In this respect there are four general areas that we feel could be improved. We have alluded to these in this report but feel it is perhaps useful to mention them again here:

1. There needs to be a closer tying of the CPA's mission statement to aims and objectives that can be measured over the short, medium and longer term.
2. The training programme itself might be more usefully infused with society / community views about policing and police work. To this end, the CPA might either take account of local satisfaction surveys or if these are not conducted then it should commission its own.
3. There is the issue of research and the degree to which training can be informed by research led practice. However, we fully recognise that this is perhaps not doable currently given the teaching and administrative commitments of CPA staff.
4. We feel that there are some issues with the campus estate (its age) and the lack of specific provision for physical education which seems rather anomalous given the centrality of fitness to the recruitment and training programme.

Answer to comments by the C.P.A.

The Cyprus Police Academy, as a Unit of the Cyprus Police, sets its aims and plans its activities in accordance with the Strategic Planning of Cyprus Police and quality assurance; its goal is to provide quality training to the members of the Police, so that they develop the skills and abilities required for the effective execution of their duties.

The mission of the C.P.A. is to offer quality professional education and training to all members of the police, aiming at expanding their knowledge and the development of their skills and abilities, so that, the most effective policing and the carrying out of their lawful powers are assured in the best possible way. The C.P.A. trains police members in the application of the law and the way they carry out their police duties, according to the Orders of the Chief of Police.

The Police Academy, in line with its mission and the Strategic targets of the Police, has set the Strategic Pillars and Objectives for the period 2022-2024: Quality training, Development of infrastructure, Internationalisation, Upgrade of Student Welfare, Management Strategy, and Social Strategy, linked to the annual budget (ANNEX E).

A more extensive report of the results of the actions and activities for each strategic target is sent to the relevant Directorate of the Police every three months, which demonstrates the extent to which each activity has been completed and the budget spent for each.

Since 2022, when the Directorate of Strategy and Management of Change (P.S.O. 1/104) was established, research is within the area of responsibility of the said Directorate, which coordinates research activity in cooperation with other agencies / state and private universities of Cyprus and abroad, in topics that relate to policing. It is the duty of the Directorate also to locate research gaps and problematic areas that need to be investigated for the upgrading of the work and the offered services of the Police.

Nonetheless, the Cyprus Police conducted two surveys during 2022 and 2023 (via a private research company), the results of which are included in the training program for police recruits. To be more specific, "Research on the image of the Cyprus Police" April 2022, and "Evaluation of the Community Police" September 2023, portrayed the concerns of the citizens and what the public wants from the Police. The research showed for example, the need of citizens to feel safe through police patrols, a topic included in the training program for police recruits, and more specifically, in Basic Police Principles B.A.A.102. Another important topic that is of concern to citizens, for example, is that of burglaries, a topic that is covered in the modules of Penal Code I Π.Κ.201 and Penal Code II Π.Κ.502.



Moreover, the C.P.A. instructors, during the preparation of classes, carry out research of a police / legal nature during which they are kept up to date for any developments in the topic they will be teaching, including new laws, orders, relevant Court Decisions etc, so that their presence in class is up to date and quality professional training and education is delivered.

On the 1st of February 2024 a letter was sent to the relevant office of the Cyprus Police Headquarters (Building Infrastructure Division) relating to improvements to the buildings of the Cyprus Police Academy. More specifically, amongst others, it is asked that (a) new instruction rooms and offices for teaching and administrative staff, (b) a study area as an extension to the library, (c) an outdoors physical training area, are created (**ANNEX A**). In addition, on the 7th of March 2024, a letter was sent to the E.R.U. for the promotion of the creation of an indoors shooting range (**ANNEX B**).



D. Higher Education Institution Academic Representatives

Name	Position	Signature
Panayiotis Kountoureshis	Director	
Fullname	Position	
Fullname	Position	
Fullname	Position	
Fullname	Position	
Fullname	Position	

Date: Click to enter date 20/3/24

