



**NCA**

National Crime Agency

# **NCA Annual Plan 2014/15**

# The NCA's Mission and Values

## Mission

'Leading the UK's fight to cut serious and organised crime'

## Values & Behaviours

The values and behaviours for the NCA and its officers are:

- Flexibility – seeking continuous improvements to the way that we work, adapting to find solutions to difficult problems.
- Integrity – acting with the highest standards of integrity and professionalism.
- Respect – treating everyone with dignity and respect, valuing diversity, working in partnership, and sharing knowledge and best practice.
- Serving the public – being proud to put public interest at the centre of everything we do.
- Transparency – being truthful, open and accountable for our actions.

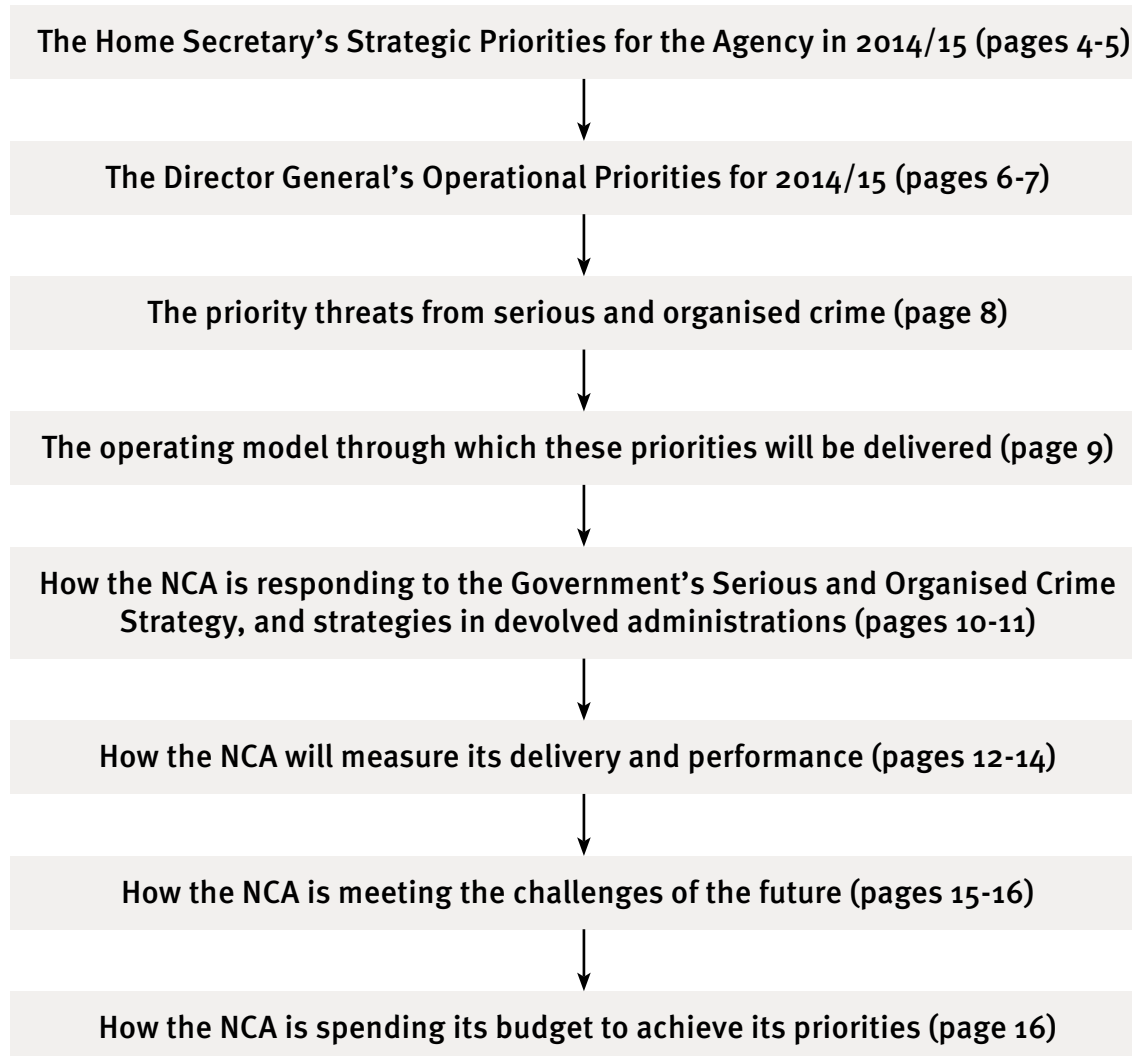
## Functions

As set out in the Crime and Courts Act 2013, the NCA's principal functions are:

- “Crime-reduction”: securing that efficient and effective activities to combat organised crime and serious crime are carried out (whether by the NCA, other law enforcement agencies or other persons).
- “Criminal intelligence”: gathering, storing, processing, analysing, and disseminating information that is relevant to any of the following:
  - a. activities to combat organised crime or serious crime;
  - b. activities to combat any other kind of crime; and
  - c. exploitation proceeds investigations (within the meaning of section 341(5) of the Proceeds of Crime Act 2002), exploitation proceeds orders (within the meaning of Part 7 of the Coroners and Justice Act 2009), and applications for such orders.

# The Annual Plan

This plan is published at the start of 2014/15 and sets out the NCA's priorities, and how it plans to exercise its functions and build capabilities, for 2014/15 in leading the fight to cut serious and organised crime. It also describes the transformational plans it is developing in order to ensure that the Agency is able to keep pace with technology and develop a workforce that meets the challenges of the future. Specifically, the plan outlines:



# Foreword by the Home Secretary



The National Crime Agency was launched on October 7th 2013, the same day as the Government's Serious and Organised Crime Strategy was published, both events signalling a significant change in this country's fight against organised crime.

From its inception, the NCA has been designed to be stronger and more effective than the organisations that have gone before. It has a robust mandate, enhanced intelligence capabilities and – for the first time – the remit and authority to coordinate and task operational activity across all law enforcement agencies. Since its launch, the NCA has made an impressive start.

Operation Assert – a series of targeted operations around the country – has demonstrated the NCA's ability to bring its powers to bear on a range of different serious and organised crime. Recoveries from these operations include: significant seizures of illegal drugs, weapons, fraudulently-obtained identity documents, suspected stolen property as well as cash and other proceeds of crime. Operation Assert also demonstrated the NCA's capability and appetite to work with a range of police forces to achieve operational success.

Other notable operations since the NCA's launch include: Operation Endeavour, which broke up an organised crime group involved in sickening internet based child sexual abuse in The Philippines; Operation Captura's capture of the 56th out of 76 wanted individuals thought to be on the run in Spain; and Operation Autumn glow's rescue of four Romanian men and the referral of a number of vulnerable children into care in a case involving modern slavery. Indeed, tackling modern day slavery is something I have made a priority for the NCA. Over the coming year, I want to see the NCA go from strength to strength. The National Strategic Assessment, a new tool which will provide a single, comprehensive picture of the threat to the UK

from serious and organised crime, will help to inform the work of the NCA and its partners. And the NCA will continue to focus throughout 2014/15 on the strategic priorities I set for the agency last year.

In order for the NCA to continue developing into an effective, fully fledged, crime-fighting body, further change is required. The NCA's Transformation Programme will help to do this. Over the next three to five years, this programme will help to change the way the NCA operates, how it collects and uses intelligence, its scientific and technological capabilities, its people and its estate. It is an ambitious programme, but one I am confident the NCA and its officers can ensure succeeds.

Serious and organised crime impacts on our security, our economy and our communities. It means drugs are trafficked into this country and sold on our streets, illegal guns and other weapons end up in the hands of criminals, and counterfeit goods such as fake medicines are sold. It threatens the private sector, our online economy, engages in cyber crime, costs the UK – an amount thought to be at least £24 billion – and impacts on the security of our borders and the stability of countries strategically important to the UK.

The NCA is at the forefront of the fight against crimes like these in the UK. Through its work I want to see serious and organised crime cut, the people of the UK less vulnerable, and more criminals deemed to be "untouchable" brought to justice.

I want to send a very simple message to all those involved in organised crime, whoever, and wherever you are: no one should consider themselves beyond the reach of the NCA and the law.

A handwritten signature in black ink, appearing to read 'Theresa May'.

**The Rt. Hon. Theresa May MP**

# The Home Secretary's Strategic Priorities for the NCA

- 1. The first priority of the Serious and Organised Crime Strategy is the highest priority for the NCA: to identify and disrupt serious and organised crime including by investigating and enabling the prosecution of those responsible ('Pursue'). The NCA will coordinate this work, leading and supporting operations across five main areas: organised crime; cyber; economic crime; child sexual exploitation and serious and organised crime at, and crossing, our borders.**
- 2. The NCA will support and, where appropriate, lead cross-Government work, locally and nationally, to deliver the three other priorities in the Serious and Organised Crime Strategy: to strengthen protection against and reduce the impact of serious and organised crime ('Prepare' and 'Protect'); and to prevent people becoming involved in serious and organised criminal activity ('Prevent').**
- 3. The NCA will continue to develop the technical and human capabilities to deliver these strategic priorities, enabling a step change in our impact on serious and organised criminality.**
- 4. The NCA must maintain close, collaborative and productive relationships with the police and other law enforcement agencies, Police and Crime Commissioners, the intelligence and security agencies, Government departments (in particular with the Home Office), local Government and the private and voluntary sectors, and Devolved Administrations. Subject to protective security and legal requirements, all these relationships must be facilitated by intelligence sharing and transparency regarding NCA priorities and how these are being delivered.**
- 5. Most organised crime has an international dimension. The NCA will maintain representation in and close relationships with priority countries as an integral part of the wider UK government approach in those countries, in order to enable the disruption of all types of serious and organised crime and the delivery of all the strategic priorities stated here.**

These strategic priorities will inform NCA planning. Specific operational issues for the NCA may emerge which fall outwith these priorities but within the NCA's functions as conferred by section 1 of the Crime and Courts Act ('the Act'). The DG NCA will be responsible for determining whether or not the NCA should pursue such operations (as set out in section 4(1) of the Act). Where the DG NCA considers it necessary, he or she may consult the Home Office.

# Statement by the NCA Director General



The NCA successfully launched in October 2013 as a UK wide crime-fighting agency, with a highly visible, national profile. The NCA, which has national and international reach, is committed to leading the UK's fight to cut serious and organised crime.

The Agency has the capabilities to tackle serious and organised crime in areas that have previously had a fragmented response and is improving our response to those threats where we need to increase our impact, for example modern slavery. It holds the authoritative intelligence picture of serious and organised crime impacting on the UK, and has a clear mandate and the power to task and coordinate the national response<sup>1</sup>.

The Agency's focus centres on the relentless disruption of high priority and priority serious and organised criminals and their groups, those presenting the highest risk to the UK and its communities. Our Transformation Programme for 2014/15 and beyond will give the Agency the capabilities, shape, culture, operating model and approach that, despite a challenging budget settlement, will improve its delivery and make the UK safer.

The NCA is building a close and effective 'two way' partnership with law enforcement and other partners, to change the way in which the UK tackles serious and organised crime. Further details can be found in the NCA Commitments to working with partners<sup>2</sup>.

This plan is published at the start of the NCA's first full operational year. It will form the basis for how the NCA will lead, support and coordinate the operational response to the threat from serious and organised crime. The NCA will act in accordance with the Government's Serious and Organised Crime Strategy, the aim of which is to substantially reduce the level of serious and organised crime affecting the UK and its interests and will respect the organised crime strategies of the devolved administrations<sup>3</sup>.

A handwritten signature in black ink, appearing to read 'Keith Bristow'. The signature is fluid and cursive, written on a white background.

**Keith Bristow QPM**

31 March 2014

1. Annex A describes the NCA's governance arrangements in detail.

2. The NCA Commitment to Working in Partnership with UK Operational Partners and the NCA Commitment to Working in Partnership with Police and Crime Commissioners.

3. In Scotland, 'Letting Our Communities Flourish', and in Northern Ireland, the 'Northern Ireland Organised Crime Strategy'.

# The DG's Operational Priorities

The NCA's National Strategic Assessment sets out law enforcement's shared understanding of the serious and organised crime threats to the UK; from this, the NCA and its operational partners have agreed a National Control Strategy. This describes the threats, vulnerabilities, cross cutting issues, and organised crime groups operating in the UK and overseas that pose the greatest threats to the UK. It provides a framework that informs the deployment of the UK's resources against the highest risks. My operational priorities will ensure that the NCA's resources are deployed to greatest effect against these threats, vulnerabilities, criminals and their groups. The NCA's overall operational priorities are:

- 1. Through the NCA's Intelligence Hub, establish access to a wide range of intelligence and information, analyse it to produce a single comprehensive assessment of the threat and identify opportunities to cut serious and organised crime in the UK.**
- 2. To identify and relentlessly disrupt high priority and priority serious and organised criminals and their groups that cannot reasonably be tackled by partners; for example, those with significant national and international impact, operating across several jurisdictions with a high level of criminal sophistication.**
- 3. To tackle enablers of crime that impact across several threat areas. For example, cyber-enabled criminality where access to the hidden internet facilitates criminal acts such as illicit drugs supply, distribution of images of child abuse and the trade in stolen credit card data.**
- 4. To develop, deploy and maintain specialist national capabilities that are not normally affordable or easily available to partners. This includes covert intelligence, technical equipment and specialist services (such as the Anti Kidnap and Extortion Unit) that will assist both the NCA and its operational partners to deliver their mission.**
- 5. To maintain a flexible and effective overseas liaison network that provides the conduit to work upstream with international partners – to lead, support or coordinate complex international investigations and strengthen the UK's borders.**
- 6. To become an established national leader that uses its mandate to task and coordinate and ensure that UK law enforcement is deploying its assets against serious and organised crime as effectively and efficiently as possible. The NCA will bring partners together in joint activities to ensure that the highest threats, vulnerabilities, criminals and organised crime groups are the subject of an appropriate operational response.**
- 7. To continue to build its reputation at a local, regional, national and international level as the leader in the UK's fight to cut serious and organised crime. Through targeted communications and increased transparency, the NCA will raise awareness of the agency, its mission to cut crime and activities to deliver it.**

# The Threat from Serious and Organised Crime

The National Strategic Tasking and Coordination Group (NSTCG), chaired by the Director General of the NCA, has agreed a National Strategic Assessment (NSA). This assessment provides a single comprehensive picture of the threat to the UK from serious and organised crime. Based on this shared understanding, the NSTCG has also agreed a National Control Strategy for 2014/15, which prioritises, as high priority, priority or significant, the threats and cross cutting issues identified in the NSA along with the organised crime groups operating in the UK and overseas that have an impact on the UK. Together these provide a framework that informs the deployment of the UK's resources against the highest risks. The Control Strategy outlines mitigating actions to be taken by the NCA and its operational partners in line with the Government's Serious and Organised Crime Strategy. This has informed the DG's Operational Priorities and, in turn, the prioritisation of NCA resources to target the highest priority serious and organised criminals and their groups.

The Control Strategy includes a wide range of existing and emerging threats against which the NCA will take operational action; a high-level summary of those threats posing the greatest risk is shown below.

	Child Sexual Exploitation and Abuse	Cyber	Drugs	Economic	Firearms	Organised Acquisitive Crime	Organised Immigration Crime	Prison & Lifetime Management	
Threats	Contact Child Sexual Abuse (UK)	Malware	Cocaine	Fraud Against the Individual, the Private and Third Sectors	Domestic Supply	Commercial Robbery	Human Trafficking & Modern Slavery	OC in prison or on remand <sup>3</sup>	
	IIOC <sup>1</sup> Viewing & Sharing		Heroin	Fraud Against The Public Sector	International Supply		Clandestine People Smuggling	OC in prison post conviction <sup>3</sup>	
	IIOC <sup>1</sup> Production	Network Intrusions		New & Synthetic Drugs inc NPS <sup>2</sup>		Bribery & Corruption/ Sanctions Evasion	Metal Theft	Facilitation of Illegal Immigration	OC whilst subject to an ancillary order or on licence <sup>3</sup>
			Counterfeit Currency	Exploitation of legitimate supply	Production & Abuse of Documents				
	Cross Cutting Issues	Enablers of Cyber Dependent Crime							
		Exploitation of Border Vulnerabilities							
Money Laundering and Criminal Finance									
Cyber Crime as a Service									

1. IIOC – Indecent Images of Children.
2. NPS – New Psychoactive Substances.
3. Continued involvement in Organised Crime.



High Priority



Priority



# Operating Model

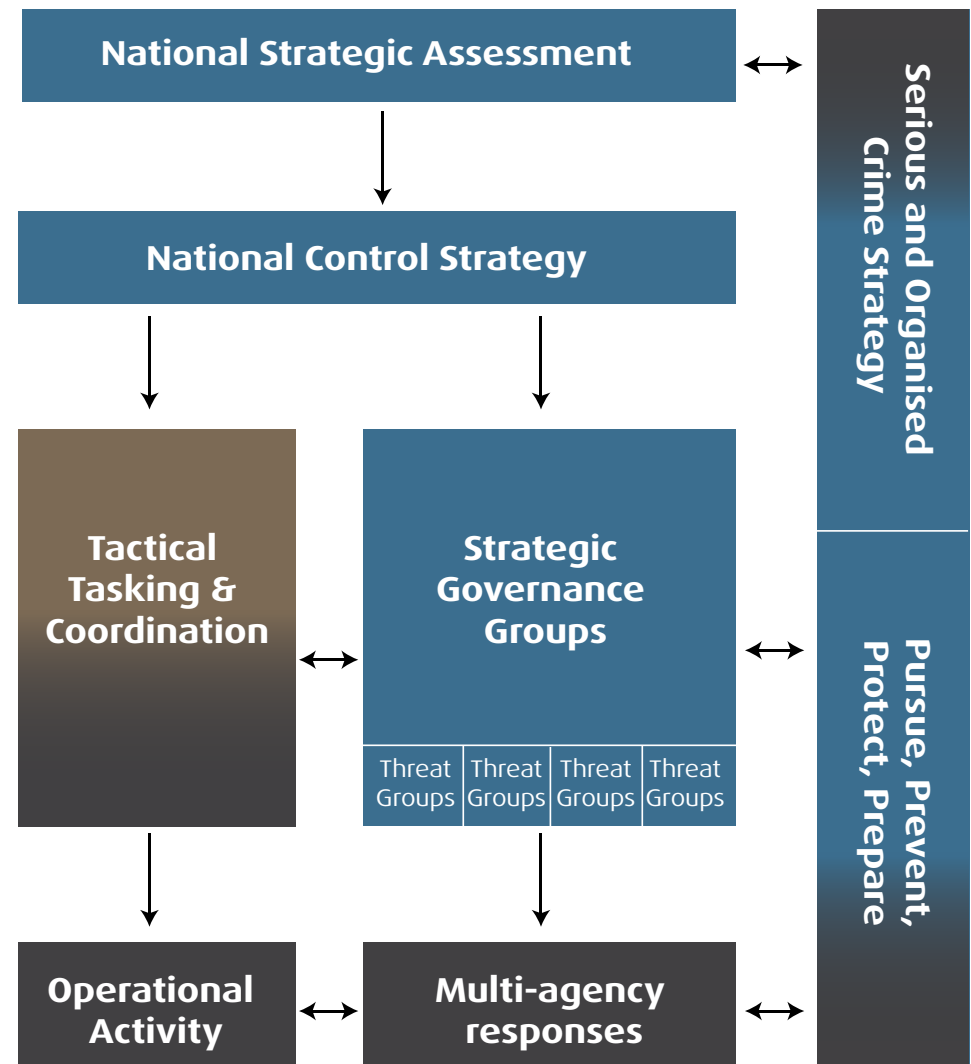
Drawing from the National Strategic Assessment, the National Control Strategy sets out law enforcement’s priorities in response to the threat from serious and organised crime.

Using the National Control Strategy, the National Strategic Tasking and Coordination Group (NSTCG) allocates threats and cross cutting issues to multi-agency Strategic Governance Groups (SGGs). The SGGs, chaired by NCA Directors and supported by specialist threat groups where necessary, will produce a Strategic Action Plan to describe the activity to be undertaken by the NCA and its partners to mitigate the threats and risks. Each Strategic Action Plan will align with the Government’s Serious and Organised Crime Strategy, outlining the activity against each of the 4Ps (Pursue, Prevent, Protect, Prepare).

The tasking and coordination cycle coordinates the national law enforcement response to threats and risks, and ensures that operational resources are used to maximum impact. National Tactical Tasking is overseen by the NCA’s Deputy Director General (DDG). Decisions for tasking activity will be informed by both the National Control Strategy and the SGGs’ Strategic Action Plans.

The SGGs are responsible for ensuring that their 4P response to the threats and risks is delivered. For all activity led by the NCA, its progress and impact will be captured in the NCA’s performance framework.

More detail on the operating model of the Agency can be found in the NCA Commitment to Working in Partnership with UK Operational Partners.



# The NCA's Response to the Serious and Organised Crime Strategy

<p><b>PURSUE</b></p> <p>Prosecute and disrupt people engaged in serious and organised criminality</p>	<ul style="list-style-type: none"> <li>• Leading, supporting and coordinating its partners to develop a single authoritative intelligence picture of serious and organised crime within the UK.</li> <li>• Focusing on the use of intelligence to better detect and assess those individuals and groups committing and enabling serious and organised crimes, disrupt their activity and bring them to justice.</li> <li>• Providing the leadership and coordination of the continuous disruption of serious and organised criminals and their groups through effective collaboration with Regional Organised Crime Units, police forces and other law enforcement partners and agencies.</li> <li>• Developing new capabilities to deal with developments in organised crime.</li> <li>• Attacking criminal finances by recovering illicit profits from serious and organised criminals and their groups, or denying them access to their money and property.</li> <li>• Working internationally in priority countries to combat the full range of threats for which the NCA is responsible.</li> </ul> <p><b>For example:</b> The NCA will work closely with overseas partners to pursue criminals abroad, including denying proceeds of crime generated in the UK even after they have been transferred out of the country.</p>
<p><b>PREVENT</b></p> <p>Prevent people from engaging in serious and organised crime</p>	<ul style="list-style-type: none"> <li>• Deterring people from becoming involved in serious and organised crime by raising awareness of the reality and consequences of committing such offences.</li> <li>• Using interventions to stop people being drawn into serious and organised crime, and using techniques to deter people from continuing in serious and organised crime.</li> <li>• Coordinating the use of prison and lifetime management disruptions as a framework for both Pursue and Prevent, including regional police units, police forces, the National Offender Management Service and other agencies.</li> </ul> <p><b>For example:</b> The NCA will use Serious Crime Prevention Orders (SCPOs) and Travel Restriction Orders (TROs) to deter those already engaging in serious and organised crime.</p>
<p><b>PROTECT</b></p> <p>Increase protection against serious and organised crime</p>	<ul style="list-style-type: none"> <li>• Coordinating the UK's efforts to protect its borders from serious and organised crime.</li> <li>• Supporting the public and private sector to improve its protective security by sharing intelligence and innovation on how to mitigate serious and organised crime threats.</li> </ul> <p><b>For example:</b> The NCA will protect the public and businesses from economic crime by creating a focus on education and prevention across all potential corporate, governmental and individual victims.</p>
<p><b>PREPARE</b></p> <p>Reduce the impact of this criminality where it takes place</p>	<ul style="list-style-type: none"> <li>• Deploying specialist capabilities and resource to respond to both serious and organised crime incidents and other crime types that remain the responsibility of other law enforcement partners.</li> <li>• Working with communities, and for victims and witnesses, to support them in responding to serious and organised crime.</li> </ul> <p><b>For example:</b> The NCA will educate young people, carers and teachers to equip them with the knowledge to report abuse and access support in order to tackle child sexual abuse and exploitation and prevent further harm.</p>

# Exercise of NCA Functions in Scotland and Northern Ireland

---

‘The crime fighting reach of the NCA will extend UK-wide and overseas, recognising and respecting the primacy of those in whose territories it operates’.

---

In Scotland and Northern Ireland, responsibility for policing and criminal justice are devolved matters. As a UK-wide agency, the NCA adapts to the different operational, legislative and political environments within these jurisdictions to ensure it is correctly placed to contribute to the fight against serious and organised criminal activity across the whole of the UK.

In Scotland, the NCA will continue to work in partnership with Police Scotland and other law enforcement agencies to contribute to achieving the objectives of the strategy for tackling serious organised crime in Scotland: ‘Letting Our Communities Flourish’.

The NCA will contribute to the work of the Scottish Serious Organised Crime Taskforce and the production of the Scottish Multi-Agency Strategy Threat Assessment.

In Scotland, the performance of the NCA’s functions is governed by Memoranda of Understanding (MoUs) with Scottish Ministers and with the Lord Advocate’s Office. The Director General can therefore designate appropriately-qualified NCA officers with the Powers of Scottish Constable.

In February 2014, the NCA in Scotland co-located with Police Scotland and other partners at the Scottish Crime Campus in Gartcosh. This co-location has allowed for the creation of a Joint Intelligence Development Unit which will aid the sharing of intelligence between the NCA and Police Scotland and facilitate more joint operational activity.

The NCA in Scotland continues to collaborate with the Police Scotland Fugitives Team, and provides a gateway to the NCA’s network of International Liaison Officers to aid in its efforts to locate and arrest criminals who have brought harm to the communities of Scotland.

In Northern Ireland, the NCA will contribute to setting the objectives of the Northern Ireland Organised Crime Strategy, 2012-2014 and will work in partnership with the Police Service Northern Ireland and other law enforcement agencies within Northern Ireland towards achieving these objectives and continues to engage with the Organised Crime Task Force Stakeholder Group.

In Northern Ireland, the absence of a Legislative Consent Motion (LCM)<sup>1</sup> from the Northern Ireland Executive in relation to the Crime and Courts Act 2013 limits the NCA’s remit to tackling serious and organised crime to excepted and reserved matters which includes customs offences, immigration crime and some asset recovery work.

Whilst the absence of an LCM prevents NCA officers from being designated with the powers of a constable, they can still be designated with the powers of a customs officer and the powers of an immigration officer and it is through the exercise of these powers that the NCA will seek to make a meaningful contribution in the fight to cut serious and organised crime in Northern Ireland.

Discussions around the LCM are ongoing in the hope of finding a resolution acceptable to all parties.

The NCA is engaging with partners in the Devolved Administrations and with the Home Office to ensure that all jurisdictions within the UK understand the scope and nature of the NCA and are able to benefit from the opportunities that the Agency offers.

---

1. The Northern Ireland Executive did not agree to take forward a legislative consent motion for the Agency in Northern Ireland and as a result there are restrictions on the Agency’s powers and activities in Northern Ireland. Part 1 of the Crime and Courts Act 2013 is subject to Schedule 24 (The NCA: Northern Ireland) and the Agency’s functions under the Proceeds of Crime Act are subject to the National Crime Agency (Limitation of extension to Northern Ireland) Order 2013.

# Disruption Assessment

The NCA's operational activities against serious and organised criminals and their groups are tasked with the aim of disrupting their criminality. Covert activities – such as surveillance and intelligence development – will not themselves disrupt; however, they will underpin the operational activity that does.

Any law enforcement activity that is intentionally evident to the groups and individuals is potentially a disruptive event. This provides an indication of whether or not the NCA is 'relentlessly disrupting'. However, it does not assess the cumulative 'impact' of those disruptions over a period of time. To know whether or not the NCA is cutting crime, we must understand that impact.

The relentless disruption of high priority and priority serious and organised criminals and their groups is a performance indicator for the NCA which will be scrutinised as part of the NCA's performance framework. The table below sets out how the NCA will capture and measure it; this approach has been developed in consultation with the NCA's law enforcement partners.

<b>Who?</b>	The NCA is committed to the relentless disruption of high priority and priority serious and organised criminals and their groups impacting on the UK.
<b>What?</b>	Disruption has been achieved when a criminal or crime group is unable to operate at its usual level of activity for a significant period. A disruption may be achieved by any activity covered by Pursue, Prevent, Protect, or Prepare and will have involved some form of intervention, prompted by the appropriate agency, which has resulted in an assessable output or outcome.
<b>Why?</b>	Relentless disruption of high priority and priority criminals and their groups is central to cutting serious and organised crime. It is a key performance indicator for the NCA.
<b>How?</b>	The NCA will capture all its operational activity against serious and organised criminals and their groups and record all events aimed at disrupting them. It will then assess the cumulative impact of these events – taking into account the wider intelligence picture and applying independent professional judgement.  The overall impact will be assessed in one of four categories: <b>Major, Moderate, Minor, None.</b>
<b>When?</b>	Assessment will take place at regular periods as part of the operational tasking review. The frequency will be dependent on the level of threat posed by the criminal group or individual.

# Performance

The Home Secretary holds the Director General to account for performance of the NCA against four key performance questions (KPQs) on a quarterly basis. On a monthly basis, the DDG will report NCA performance to the NCA Board. The four KPQs are supported by a number of sub-questions which are set out below.

## KPQ1

### How comprehensive is the NCA's understanding of the threats?

**High confidence in a single national intelligence picture to lead the UK's prioritised law enforcement response against serious and organised criminals and their groups**

- 1.1 Is there a good level of understanding about the scale and nature of the threats and is there transparency about the intelligence gaps?
- 1.2 Is the mapping and understanding of serious and organised criminals and their groups complete and does it cover all threat areas?
- 1.3 Is there a good level of understanding of those serious and organised criminals and their groups that present the highest threat to the UK?
- 1.4 Are the NCA's strategic intelligence products useful to the Agency and its partners?
- 1.5 Is the NCA's tactical intelligence informing the Agency's and partners' operational responses?

## KPQ2

### How effective is the NCA's response to these threats?

**The NCA relentlessly disrupts high priority and priority serious and organised criminals and their groups affecting the UK**

- 2.1 Does the NCA's internal tasking ensure that resources are deployed effectively to cut serious and organised crime?
- 2.2 Is the NCA effective at relentlessly disrupting high priority and priority serious and organised criminals and their groups?
- 2.3 Is the NCA effective at identifying and pursuing the criminal finances of high priority and priority serious and organised criminals and their groups?
- 2.4 Is the NCA using its powers and criminal justice based disruptions to cut serious and organised crime?
- 2.5 Is the NCA innovative and effective at using non-traditional interventions to cut serious and organised crime?

## The NCA Vision

To be a world-class law-enforcement agency, internationally recognised and respected for leading the fight to cut serious and organised crime

## KPQ3

### How effective is the NCA at working with partners?

**NCA is effective at leading, supporting, coordinating and its capabilities add value to partners' activities to identify and disrupt serious and organised criminals and their groups**

- 3.1 Is the NCA effectively leading, supporting and coordinating the national response to tackle serious and organised criminals and their groups?
- 3.2 Does the NCA provide a valued and useful service to partners through its range of specialist capabilities?
- 3.3 Do partners have confidence in the bureau functions that the NCA provides on behalf of the UK?
- 3.4 What is the NCA's reputation at a local, regional and international level?
- 3.5 Is the NCA an active and effective partner in the multi-agency effort to collect against unpaid confiscation orders?

## KPQ4

### How effectively does the NCA manage resources?

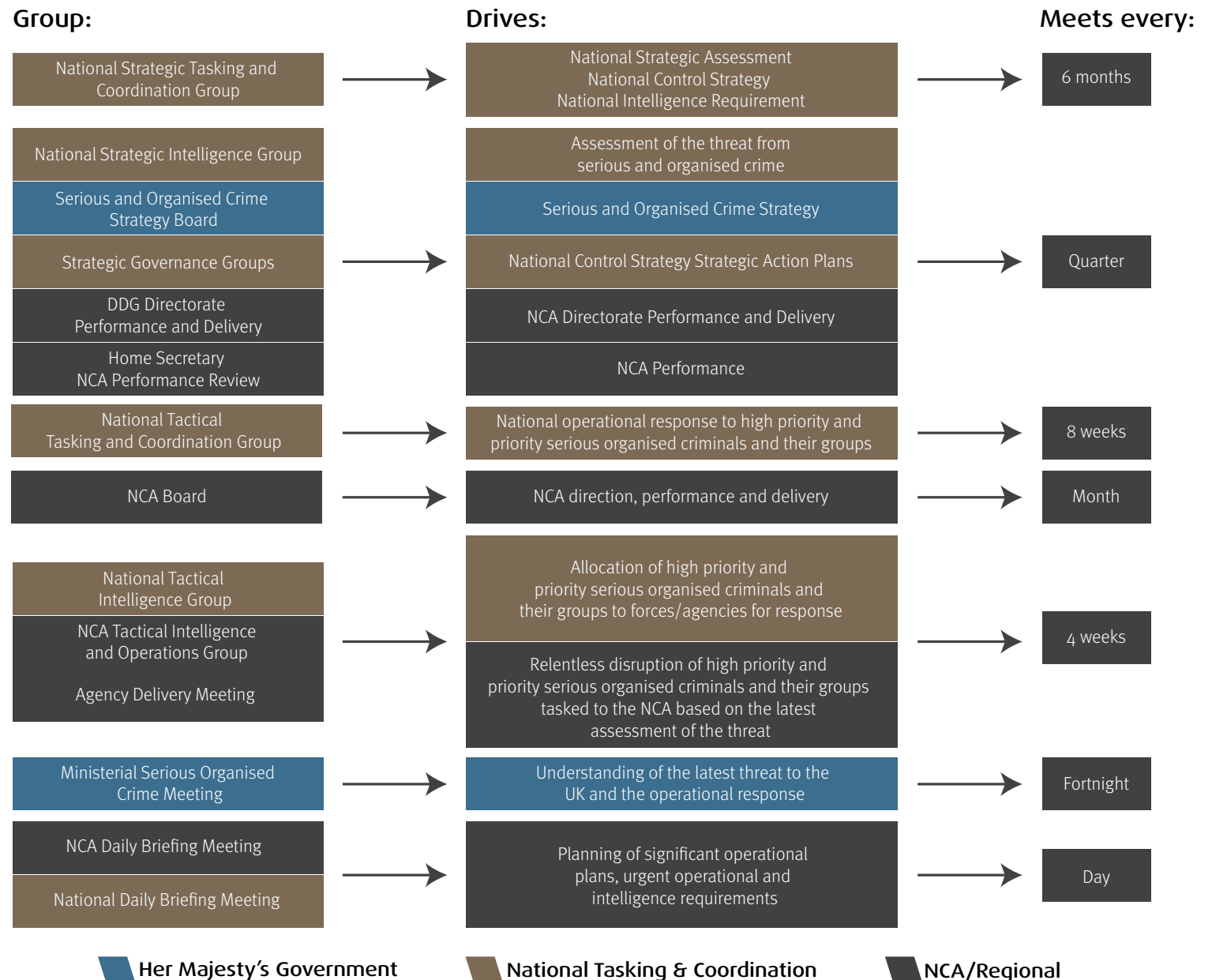
**An agile and flexible Agency with well led and highly motivated officers having access to the capabilities required to identify and disrupt serious and organised criminals and their groups**

- 4.1 Is the NCA's Transformation Programme delivering the planned operational benefits on time and in budget?
- 4.2 Is the NCA an employer of choice that has effective, highly skilled, capable and motivated officers to deliver its mission?
- 4.3 Does the NCA's estate enable officers to work securely, flexibly and efficiently to deliver the Agency's mission?
- 4.4 Does the NCA's technology enable officers to work securely, flexibly and efficiently to deliver the Agency's mission?
- 4.5 Does the NCA demonstrate commercial sense and sound financial management?
- 4.6 Is the NCA well prepared for unexpected events that disrupt its own capabilities and activities?
- 4.7 Is performance management embedded at all levels of the Agency; does it drive delivery and inform decision making?

# Planning the Delivery

For the first time, the NCA will lead a national structure dedicated to the effective coordination of the UK's fight against serious and organised crime. The key events to secure delivery of the NCA's Crime-Reduction function, 'to secure that efficient and effective activities to combat organised crime and serious crime are carried out (whether by the NCA, other law enforcement agencies or other persons)', are set out here.

This diagram depicts the frequency and ownership of meetings but not the relative hierarchy or interconnections.



# NCA Transformation

NCA Transformation, led by the Deputy Director General, commenced in January 2014 to support a three-to-five year programme of change. This activity is underpinned by four programmes to be formally launched in April 2014: **Operational Transformation; Science and Technology; People; and Estates.**

The Programme will give the agency the capabilities, shape, culture, operating model and approach that, despite a challenging budget settlement, further improves the NCA's delivery. Every change that is made will be driven by the operational need and imperative to deliver at greater pace and impact on the strategic priorities set by the Home Secretary. Over the next three to five years, the strands will scope, design and then deliver:

**Operational Transformation:** implementing new operating models for investigation and intelligence handling – the end to end process at both a strategic and tactical level – reflecting the need for the agency to exploit fully all sources of information including digital. This work will deliver a sustainable operating model, building on our evidence base of what works in tackling serious and organised crime. The Deputy Director General is already leading the integration of work undertaken over the last few months, to deliver a whole systems approach and connectivity across Commands, reflecting the disruption model, tasking and coordination improvements and rigorous performance management and accountability. The Agency has established an Innovation Centre with the remit to scope, test, and exploit new methods of working, ultimately improving our operational effect. It will work in collaboration with partners to develop strategic, operational and tactical solutions.

**Science and Technology:** including all ICT enhancements, transformational ICT projects and projects delivering operational equipment to the Agency. The NCA will be working with the Home Office to identify capability requirements and delivery options across the physical and social/behavioural sciences as well as operational research areas.

**People:** ensuring that the NCA has a structure and resource to deliver against the strategic priorities and which is aligned in terms of skills, locations, flexibility etc, to the requirements of the agency, while also being able to operate primarily in a technology enabled environment.

**Estates:** the NCA Estates Transformation Strategy aims at a major consolidation to 17 UK sites from 35 by 2019, focusing on core hubs and co-location with regional law enforcement partners. This strategy will guide property asset management and investment decisions. As set out in the Serious and Organised Crime Strategy, the NCA shall, wherever appropriate, be sharing operational capabilities and property services with ROCUs (Regional Organised Crime Units) and CTUs (Counter Terrorism Units).

# Delivering Transformation in 2014/15

Delivery in 2014/15 will include:

- The design and initial implementation of an operating model to provide the NCA with the ability to capture, exploit and generate evidential and non-evidential material from the broadest range of sources. This design will align all current change activity and ensure future investment keeps pace with rapidly evolving digital technologies, capabilities and methods to exploit the increasing dependency of serious and organised criminals on internet-related information;
- Building on the NCA's skilled workforce, recruiting up to 400 new NCA trainee officers. The new recruits will undergo a two-year training programme, following successful conclusion of which they will become fully-fledged NCA officers and be at the forefront of the UK's fight to cut serious and organised crime;
- Taking steps towards a more empowered and innovative workforce by introducing more effective and efficient management structures, thereby eliminating overlaps in hierarchy and increasing job satisfaction;
- Delivery of a new modern desktop solution for NCA officers, together with improved mobile capabilities which will transform the way they work and enabling greater flexibility, efficiency, and collaboration;
- Consolidation of the NCA's regional estate, including increasingly sharing operational capabilities and property services with ROCUs (Regional Organised Crime Units) and CTUs (Counter Terrorism Units).

## NCA Resources

- As a non-ministerial government department the NCA secures its funding directly through its own Supply Estimate, voted by Parliament, expected to be published in April 2014.
- For 2014/15, the NCA has
  - a resource Departmental Expenditure Limit (DEL) of £418m.
  - A capital DEL of £46m.
- These budgets cover the costs of the full range of the NCA's activities over the coming year, set out elsewhere in the Annual Plan.

NCA budgets 2014-15		£m
Resource DEL		418
of which: Administration		30
Programme		388
of which: depreciation		37
Capital DEL		46
Total DEL (excluding depreciation)		427



# Annex A: NCA Leadership, Governance & Accountability

The NCA is a Non-Ministerial Department. The Director General is appointed by, and directly accountable to, the Home Secretary and, through the Home Secretary, to Parliament. The Home Secretary determines the strategic priorities for the NCA and will hold the Director General to account for the effective discharge of the NCA's functions, with the support of Home Office officials. The Director General has independent operational command of NCA activities. The role and responsibilities of the Home Secretary and Government are set out in greater detail in the **Framework Document** for the NCA.

To ensure that the NCA is an open and transparent agency, the Director General has a statutory duty to make arrangements for publishing information, set out in Annex A of the Framework Document and to publish such information about the exercise of the NCA's functions and other matters relating to the NCA.

The NCA will be subject to inspection by relevant statutory bodies in England and Wales and those in the Devolved Administrations. There will be a zero tolerance approach to corruption and a timely and appropriate response to complaints from the public.

The NCA Director General is responsible for everything the NCA does operationally and administratively. He is the leader of the NCA and ultimately responsible for the appointment, direction of, and designation of powers to, our officers. As Accounting Officer, he is responsible for the NCA's expenditure and accounting arrangements.

The Director General chairs the NCA Board which includes non-executive members. In line with Government best practice, the responsibility of the Board includes providing strategic clarity, commercial sense, talent management and performance monitoring of the NCA.

The Deputy Director General is responsible for leading the day-to-day operations of the Agency and is directly accountable to the Director General. The Deputy Director General drives the performance of the NCA and is responsible for the operational delivery of the Agency's law enforcement response to serious and organised crime.

## **The Board of the NCA with effect from April 2014 will be:**

<b>Keith Bristow QPM</b>	Director General (Chair)
<b>Phil Gormley QPM</b>	Deputy Director General
<b>David Armond QPM</b>	Director Border Policing Command
<b>Johnny Gwynne</b>	Director CEOP Command
<b>Gordon Meldrum QPM</b>	Director Organised Crime Command
<b>Trevor Pearce CBE QPM</b>	Director of Investigations
<b>Donald Toon</b>	Director Economic Crime Command
<b>Tim Symington</b>	Director of Intelligence
<b>Stephen Webb</b>	Director Corporate Services (Interim)
<b>[to be announced]</b>	Director of National Cyber Crime Unit
<b>Justin Dowley</b>	Non-Executive Director
<b>Sir Jonathan Evans KCB</b>	Non-Executive Director
<b>Jane Furniss CBE</b>	Non-Executive Director
<b>Dr Stephen Page</b>	Non-Executive Director

The Board is additionally attended by advisers and observers as invited by the Chair.

The Board is supported by a number of sub-Committees, including an Audit and Risk Assurance Committee chaired by a Non-Executive Director.

Summary records of Board meetings and of Board Members' Registers of Interests, gifts and hospitality, and expenses are published on the NCA **website**.

