



NCA

National Crime Agency

NCA Evidence into the NCA Remuneration Review Body 2016-17 Submission

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NCA Evidence into the NCA Remuneration Review Body

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1. Executive Summary

- 1.1 The NCA has now undertaken its second full operational year and continues to focus on the relentless disruption of serious and organised criminals and their groups, which represent the highest risks to the UK and its communities.
- 1.2 The Novo Programme was formally launched on 1 April 2014. In the past year Novo has: enabled an increasingly authoritative and detailed picture of the threat to be obtained through the creation of the Intelligence Hub; delivered an established analyst career pathway; supported the design and delivery of a bespoke leadership programme; and promoted the development of new ways of working in the digital environment. As a result, we are beginning to see the benefits of transformation translate into real operational successes that contribute directly to making the public safer.
- 1.3 The People Strategy sets out the agency's intentions over the next three to five years that will ensure we have the right people, with the right skills in the right place, working within a new culture of empowerment, engagement with effective leadership. The strategy provides direction and focus of effort on four key people priorities:
 - Building a flexible and agile workforce
 - Inspirational leadership and management
 - High performance
 - Recognition and reward
- 1.4 Following the People Survey in October 2014, agency led engagement activity has included a mid-year 'temperature check' survey, Director General led focus groups, established team briefing cascades, ideas groups in all Command areas and Novo café conversations. In addition, feedback from officers has prompted our new leadership model, investment in leadership development, a more purposeful and effective Performance Development System, Director General and Director Commendations, and the Long Service and Good Conduct Medal to ensure an officers public service is recognised.
- 1.5 The NCA is building a flexible and agile workforce through the development of Apprenticeship schemes designed to grow our own capability in engineering and digital forensics, the use of external highly skilled NCA Specials adding key areas of

expertise and background, training officers through the Initial Operational Training Programme in investigative and intelligence pathways; and the continued development and delivery of a number of key modular management development programmes and inspiring leadership programmes.

NCA Recognition and Reward

- 1.6 In May 2015 the NCA Board agreed to support the development of a new reward and recognition strategy to address the need for flexibility to support operational and enabling roles within the agency as well as new, highly specialist and niche roles which emerge as the agency responds to new and changing threats, with the recognised need for a logical and progressive pay framework that offers the best deal for officers in a time of pay restraint. Further discussions and proposals for change will take place early in early 2016 with the Senior Leadership Team. Proposed changes will be included in the next NCARRB submission for 2017/18.
- 1.7 The NCA would like the NCA Remuneration Review Body (NCARRB) to consider the following proposals for 2016/17:
- 1.8 The NCA has considered a range of options for the August 2016 Pay Award. Our recommendation supports the Government's pay policy position that pay awards should be applied in a targeted manner to support the delivery of public services, and to address recruitment and retention pressures.
- 1.9 Our proposal will be to apply a 1% increase based on the pay band median of actual salaries rather than against each set point on the pay scale. A cap set at Grade 3 median is proposed for officers at Grade 3 and above, which will enable funding to increase the entry level starting salaries at Grade 5 and 6.
- 1.10 An increase to London Weighting is not being recommended.
- 1.11 The NCA would like NCARRB to note the current position with regards to the development of an Annual Hours model. Last year's NCARRB submission introduced the concept of an Annualised Hours Allowance and in April 2015 the NCA Board approved the commencement of Trade Union consultation and negotiations in respect of a model based on flexibility, on-call and additional hours. It is proposed that this model will take effect from 1 August 2016 and the Trade Unions are currently

engaging their members with a view to determining whether collective agreement can be achieved.

- 1.12 The NCA would like to make the NCCARB aware that in October 2013, 267 Border Investigators transferred from the Home Office to the NCA with most officers remaining on their precursor terms and conditions working to an annual hours arrangement. The NCA did not want to disrupt this pattern until its own Annualised Hours Allowance had been finalised and now that it has, it is possible to offer Border Investigators assimilation terms aligned with the future NCA reward package.
- 1.13 The NCA currently offers a 12.5% shift allowance consolidated into base pay where an officer has a requirement to work shifts covering 24-hours, seven days a week including at least six night duties in a cycle. Following a recent benchmarking exercise and in response to views from the business area and Trade Union colleagues, the shift allowance is currently under review.

2. NCA Overview

- 2.1 The NCA is a 24/7 operational crime-fighting organisation employing around 4,500 officers. Many of these officers have specialist capabilities to undertake and support operations, covering a broad range of complex areas, including:
 - preventing serious, organised and complex crime;
 - strengthening our borders;
 - fighting fraud and cyber crime;
 - protecting children and young people from on-line sexual abuse and exploitation; and
 - responding to a broad range of complex and national threats and risks.
- 2.2 Our mission is to lead the UK's fight to cut serious and organised crime.
- 2.3 Our vision is to be a world-class law enforcement agency, internationally recognised and respected for leading the fight to cut serious and organised crime.

2.4 Our values 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.

2.5 NCA officers are expected to act in line with the NCA Code and the Civil Service Code.

2.6 The NCA's overall operational priorities are to:

- Identify and relentlessly disrupt serious and organised criminal groups, individuals and vulnerabilities, that present the highest risk and 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.
- Ensure the NCA's response is aligned to the National Control Strategy, targeting those risks prioritised by the National Strategic Tasking and Coordination Group.
- Tackle enablers of crime that impact across several threat areas. For example, border vulnerabilities exploited by serious organised criminal groups and individuals to circumvent border controls, both leaving and entering the UK.
- Develop, deploy and maintain specialist national capabilities including covert intelligence, technical equipment, bureau functions and services that will assist both the NCA and its partners.
- 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, coordinating action to tackle threats before they reach the UK.

- Lead the UK law enforcement response against serious and organised crime, using the mandate to task and coordinate to ensure that UK law enforcement is deploying its assets against the highest risks as effectively and efficiently as possible. The NCA will bring partners together in joint activities to ensure that these groups, individuals and vulnerabilities are the subject of an appropriate operational response.

Achievements in the Second Year

- 2.7 The NCA has achieved much success in its second year of high profile operations. In 2014/15 the agency achieved 907 disruptions. It led and coordinated activity resulting in 2,171 UK arrests and 1,219 overseas arrests, which resulted in 475 UK convictions. Its activity also led to the seizure of over 238 tonnes of illegal drugs and almost 122,000 Class A tablets, 900 firearms (including 138 guns) and the recovery of over £24m assets, whilst denying access to over £43m in the UK. 1781 children were safeguarded or protected as a result of NCA activity.

3. Legislative Changes Affecting NCA Officers

Modern Slavery Act

- 3.1 Section 1 of the Modern Slavery Act relates to an offence of holding another person in slavery and servitude; or requiring them to perform forced and compulsory labour. The wording of the offence reflects the current wording of section 71 Coroners and Justice Act 2009, and is to be construed in accordance with Article 4 of the "Human Rights Convention" (an expression which is defined in the Criminal Justice Act 2009 but not in the Bill).
- 3.2 Section 2 relates to the offence of human trafficking reflecting those arising under sections 59A of the Sexual Offences Act 2003, and section 4 of the Asylum and Immigration (Treatment of Claimants Act) 2004; both as amended by the Protection of Freedoms Act 2012.
- 3.3 Section 3 provides the meaning of exploitation for the purposes of section two.

- 3.4 Section 4 creates an additional offence, comparable to an offence under section 62 of the Sexual Offences Act 2003 of committing an offence with intent to commit a sexual offence. This clause would apply to any offence committed with intent to commit an offence under section 2.

Serious Crime Act 2015

- 3.5 The Serious Crime Act builds on existing criminal and civil law to ensure that the NCA can continue effectively and relentlessly to pursue, disrupt and bring to justice serious and organised criminals. The provisions in the Act which impact on the NCA's work include:

- Part 1: Proceeds of Crime

These provisions improve the NCA's ability to recover criminal assets by amending the Proceeds of Crime Act 2002. The strengthening of asset recovery processes will allow the NCA to relentlessly pursue the assets that serious and organised criminals strive to generate and protect through their crimes.

- Part 2: Computer Misuse

This part amends the Computer Misuse Act 1990 to ensure sentences for attacks on computer systems fully reflect the damage they cause. This part also clarifies the interaction of certain law enforcement powers with the offences in the Computer Misuse Act.

- Part 3: Organised Serious and Gang-related Crime

Creates a new offence of participating in the activities of an Organised Crime Group which, for the first time, will enable NCA Officers to pursue those that knowingly turn a blind eye whilst profiting from the criminal activities of an Organised Crime Group.

The Act expands the list of "serious offences" for which the NCA will be able to obtain a Serious Crime Prevention Order. The provisions will also be extended to Scotland. Other amendments will assist the NCA in the lifetime management of serious and organised criminals and the delivery of both prevent and pursue outcomes under the Serious Organised Crime Strategy.

- Part 4: Seizure and Forfeiture of Drug-Cutting Agents

The Act creates new powers to seize, detain and destroy chemical substances suspected of being intended for use as cutting agents for illegal drugs. These new measures will better equip NCA officers to tackle the threat of illicit drug trafficking and prevent serious and organised criminals profiting from the sale of illicit drugs.

- Part 5: Protection of Children and Others

Makes it an offence to possess "paedophile manuals" which exist online and may motivate offenders to commit child sexual abuse online and in the real world. This new offence strengthened the NCA's range of investigatory options.

Investigatory Powers Bill [Published 4 November 2015]

- 3.6 The Investigatory Powers Bill aims to provide transparent and accessible legislation that will give law enforcement, the police and intelligence agencies the capabilities they need in order to keep pace with a changing communications' environment and evolving threat.
- 3.7 The Bill aims to update the legislation governing the ability to operate in a digital environment making use of current technology; it is not about seeking new powers.
- 3.8 The Bill covers access to and the retention of communications data, the ability to intercept the content of a suspect's communication, the ability to make use of bulk personal data, equipment interference (previously known as Computer Network Exploitation) and the safeguards, authorisation process and oversight that sits above all of these capabilities.
- 3.9 The Investigatory Powers Bill does not contain new powers, but will replace the Data Retention and Investigatory Powers Act (DRiPA) 2014 passed under emergency legislation, before DRiPA ceases to have effect at the end of December 2016. It will also replace the Regulation of Investigatory Powers Act 2000, Parts I and IV and the use of the Police Act 1997 for covertly obtaining private data from electronic equipment.

Psychoactive Substances Bill

- 3.10 The Bill contains provisions about psychoactive substances often termed "legal" highs and on offences relating to psychoactive substances including prohibition notices and orders and enforcement powers.

Immigration Bill

3.11 The Immigration Bill, if enacted, will provide designated NCA officers with enhanced powers to detain, search and seize in connection with Immigration offences.

Northern Ireland

3.12 On 20 May 2015, the NCA became fully operational in Northern Ireland when the provisions within the Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime) (Northern Ireland) Order 2015 came into force.

3.13 The Order enables NCA officers designated with the powers and privileges of a constable, in Northern Ireland, to have all the powers and privileges of a NI constable in accordance with a General Authorisation agreed between the Director General and Minister of Justice Northern Ireland on 19 May 2015. The Order also extends to Northern Ireland certain provisions of the Crime and Courts Act contained in Parts 1 and 2 of Schedule 25 to that Act, which make amendments to the Proceeds of Crime Act 2002.

4. Novo (Transformation) Programme

4.1 The Novo Programme will enable the NCA to continue to develop into a world-class law enforcement agency leading, coordinating and supporting partners in the fight against serious and organised crime. As part of this the NCA must deliver operational, technological and organisational transformation and Novo has created four enabling programmes to achieve this:

- 1) Operational Transformation, defining and delivering a new operating and deployment model to ensure that the NCA can exploit all legally available data and intelligence to better understand the threat from serious and organised crime. This will enable the NCA and its partners to deliver a more effective and timely response to the highest risk threats, prioritising and adapting the response accordingly to the ever-changing nature of those threats;
- 2) ICT Transformation, providing the agency with the means to better understand and respond to the threat and equipping

officers with the right tools to do their jobs more effectively and efficiently;

- 3) Information Management, ensuring that we use, protect and retain the information we have to best effect and in compliance with statutory requirements and good practice; and
 - 4) Corporate Services, enabling the organisation to deliver the mission by providing the right people, assets and equipment required for the job. Ensuring that all corporate assets are aligned to the strategic operating model and drive forward improved operational effect.
- 4.2 The Novo Programme was formally launched on 1 April 2014. Over the next year Novo will increasingly move from 'the building blocks' stages to delivery of effective transformational change; improving our understanding and response to key threats, not only in the areas of firearms, child sexual exploitation and organised immigration crime, but also in other emerging and changing threat areas, such as cyber and economic crime. This transformation will be supported by a strong organisational design which will drive the build of new capabilities, including increased exploitation of the data the NCA has lawful access to; digital forensics; development of the agency's analytical skillset; and increased partnership working with law enforcement colleagues.
- 4.3 The Novo Programme is considered a major project by the Major Projects Authority and it underwent its second review in April 2015. The Major Projects Authority was satisfied with the progress made and rated the Programme as 'Amber'. In addition, the first iteration of the Novo Strategic Outline Business case was 'approved' by the Home Secretary in terms of capital spend on the Programme for 2015/16 and approved in principle by HMT, subject to more work on savings and benefits. The next version and the delivery plan for future years will be shaped by the outcome of this year's Spending Review and the Strategic Defense and Security Review.
- 4.4 Following the Major Projects Authority review, the governance arrangements for Novo were re-visited and an Investment and Change Board chaired by the agency's Deputy Director General was created to ensure that transformational change priorities and associated investment align to strategic and operational priorities, as well as the Novo Blueprint and high-level operating model. This, led to the creation of the four supporting programmes described above.

NCA Blueprint and Operating Model

4.5 The Novo Blueprint outlines the future state of the NCA as:

- The NCA has a comprehensive understanding of the serious and organised crime threats affecting the UK and its interests, and by using unique knowledge and expertise, the NCA will successfully inform and drive strategic tactical response.
- The NCA's Operating Model will ensure its resource is in the right place, when and where it is needed, working to consistent and operable standards.
- The NCA's Operating Model will ensure its resource is used to the best effect by equipping NCA officers with the most appropriate skills, technology, tools and processes.
- NCA officers and partners will have the confidence and identify the unique value in every aspect of the way the NCA operates.

4.6 Changes set out in the Novo Blueprint relate to the NCA's culture, capabilities, processes, technology and locations and incorporate key enablers of change, such as leadership, culture, communications, engagement and finance. The Blueprint also includes specific review activities required in preparation for transformation.

4.7 The current priority is to further translate the high-level blueprint into an in-depth and clear operating model that will provide officers with more detailed information and vision for what the agency will look like in the future, the role they may be expected to play and the opportunities that this will provide. This will further inform our current Estates Strategy to describe the footprint and deployment model for the future and how we continue to effect our contribution with our partners.

4.8 This work is, and will continue to be, supported by a strong communication and engagement programme provided by specialist communications and change management teams. We already have a Novo Network that reaches right across the agency both by specialist capability and by location. We have conducted a series of café conversations with officers across the agency on issues such as mobility, technology, engagement and estates as examples. The agency has also just started a round of roadshows aimed at engaging officers

at every site to provide them with further detail on what Novo might mean for them and to listen to their ideas, views and opinions.

- 4.9 Our change team will work alongside the design, communication and project delivery teams to ensure that the new or enhanced capabilities that are built and embedded into agency ways of working, that the officers accept and embrace them and that the benefits from the investment and effort expended are realised.

ICT, Information Management and Corporate Services

- 4.10 Whilst these three enabling programmes have only recently commenced, they are drawn from workstreams that were well established, People; Science and Technology and Estates programme boards. A new Chief Information Officer has been recruited and is well along the journey of building the specialist capability required to transform the agency's ICT infrastructure, tools and applications to support the Novo vision and requirements from Operational Transformation. In the meantime the programmes are supporting the ability of officers to work remotely from NCA sites and trialling the use of mobile devices to better understand need and the best value for money solutions here.
- 4.11 The Corporate Services programme will oversee the transformational aspect of People, Estates and the NCA fleet, again driven by Operational Transformation requirements, but also the need to provide more cost-effective, operationally focussed and efficient services.
- 4.12 The Information Management programme will oversee and inform the information management requirements for both Operational Transformation and ICT projects, as well as provide the necessary policy, guidance and education on how to manage and protect the information the NCA holds.
- 4.13 In the period ending 30 September 2015 Novo has delivered enhanced operational improvements including:
- The ability to provide an increasingly authoritative and detailed picture of the threat through the creation of the National Intelligence Hub. Hub structures and co-location with partners support increased collaboration and 24/7 performance.
 - Embedding processes and a progressive culture to enable the identification of key strategic and tactical questions, to enrich

our strategic and tactical assessments. This results in more targeted use of our capabilities to deal with key threats from serious and organised criminals.

- An established career pathway for analysts, with universally recognisable skills, underpinned by a new programme of continued professional development.
- The development of new ways of working in the digital environment, in particular the 'Dark Web', focusing on the threat to children from child sexual predators. This has been achieved via collaborative working with partners. We have also established an Innovation Centre to test new ways of identifying and responding to threats starting in areas such as Organised Immigration Crime.

4.14 In March, the NCA Board commissioned the CIO to undertake the "100 Day Plan" which culminated in delivery of the IT Strategy. The Board endorsed the Strategy in September and in so doing, recognised the need to radically change the scope, delivery and management of the NCA's technology estate to enable delivery of the NCA's mission.

4.15 The IT Strategy outlines the plan to move to a modern, simplified IT estate that puts in place a core platform that will support the ambition of the NCA. The Strategy is aligned with the Government IT Strategy, and uses where possible commercially available products (rather than bespoke) bought under commodity commercial arrangements to minimise cost. The key elements of the strategy are:

- Transforming the user experience through new devices and a Digital Collaboration Platform;
- IT keeping pace with changing business needs, enabling business integration through the use of common technology and technology which develops with the NCA;
- Standard and structured data which is accessible, shared and treated as a corporate asset; and,
- The Technology Command becoming both an enabler and a true business partner to other Commands.

4.16 In addition, the IT Vision is supported by a series of related outcomes, specifically:

- A new operating model for the Technology Command that has increased capability and capacity to provide the NCA with a world-class IT function; and
 - A sourcing capability that focuses on supply-chain and commercial management to re-invigorate the NCA IT supply-chain.
- 4.17 The IT Strategy will be delivered by IT Transformation; a five year programme of phased change to the NCA's IT estate and IT organisation. Mobilisation of the Programme commenced in early December and is on schedule to deliver the foundation of the Strategy, the Digital Collaboration Platform, in the financial year 2016-17.

5. Economic Context

Comprehensive Spending Review (CSR)

- 5.1 The agency made a submission to the 2015 Spending Review led by Her Majesty's Treasury and continues to engage in the process. The settlement was published on 25 November 2015; detail of the NCA budget for 2016/17 will be made available to NCARRB members when it has been finalised.

Strategic Defence and Security Review(SDSR)

- 5.2 The NCA engaged in the Cabinet Office led SDSR. The SDSR reflects the role of the NCA in leading the UK's fight to cut serious and organised crime, and in supporting other national security objectives including tackling cyber crime, improving border security and building stability overseas. It commits to maintaining and strengthening the UK's approach to tackling serious and organised crime, focussing specifically on the threats from firearms, illicit finances, child sexual exploitation and abuse, and cyber crime.

6. People Strategy

- 6.1 The NCA has a wide ranging remit and plays a pivotal role in the UK law enforcement landscape. As such, we must work smarter, more effectively and efficiently to lead law

enforcement in responding to the threat from serious and organised crime now and in the future. It is essential that we maintain the confidence of our partners and the public and ensure that we have the capability to meet new demands placed on us by society, government and in response to new and changing threats.

- 6.2 The draft People Strategy sets out the agency's intentions over the next three to five years that will ensure our workforce, processes and systems are in the best possible shape to meet the challenges we face in line with operational transformation and Novo. We must be confident that everything we do and how we do it is always in the best interests of the public, and that we exploit every opportunity to disrupt organised criminals. Our people are key to achieving this and it is important that we listen and respond to their feedback through the People Survey to ensure that they feel valued and have the capability to perform to their best ability.
- 6.3 We appreciate change can sometimes be uncomfortable but want our officers to understand and support change, to be performing at maximum capability and capacity, feel valued appropriately rewarded and proud of their contribution to Public Service.
- 6.4 Our People Strategy will ensure that we have the right people, with the right skills in the right place, working within a new culture of empowerment, engagement and with good leadership.
- 6.5 The strategy provides direction and focus of effort on four key people priorities:
 - Building a flexible and agile workforce
 - Inspirational leadership and management
 - High performance
 - Recognition and reward

7. Building a Flexible and Agile Workforce

Apprenticeships

7.1 The revised operating model requires the agency to develop digital and engineering capability. In recognition of the market competitiveness and scarcity of these skills, alongside the Government's strategy to assist more young people into apprenticeship programmes, the agency have developed a new apprenticeship programme and has a second in train:

- Digital Forensic Apprenticeships - the NCA is a key stakeholder in the development and implementation of the first Cabinet Office cross government Cyber Security Fast Track Apprenticeship Scheme. Five Digital Forensic Apprentices commenced employment with the NCA in September 2015.
- Engineering Apprenticeships - we are working with the National Apprenticeship Service and Ministry of Defence to develop a bespoke apprenticeship programme for Technical Operations. To ensure that all apprentices attain the necessary knowledge base to begin integration into this specialised workplace, the apprenticeship programme will combine block release academic study with 'learning on the job' supported by our specialist Investigation Development Officers. We will be looking to recruit six apprentices to this programme early 2016.

NCA Specials

7.2 Inspired by the success of the Special Constabulary in policing, the NCA utilise volunteers known as 'NCA Specials'.

7.3 NCA Specials are recruited because of their specialist, niche skills and expertise that are rarely available within law enforcement or wider public sector, but which are of huge value in the fight against serious and organised crime. The NCA currently has 58 NCA Specials with a range of expertise in cyber, financial markets, specialist forensic accountancy, academia, as well as language skills and in-depth cultural awareness.

7.4 The NCA will launch its first public recruitment drive for NCA Specials in the near future, providing further opportunities for civic-minded individuals with specialist skills to contribute in the fight against serious and organised crime. NCA Specials undergo rigorous security vetting and assessment before joining us. Those who are suitable and appropriately trained can be designated with certain police powers to assist operational teams, but only when their background and knowledge will add value to operational activity.

Summer Diversity Internships

- 7.5 We seek to create an inclusive culture and set standards which go beyond compliance with legislation to create a more diverse workforce. During 2015 the NCA recruited two talented undergraduates to complete a nine week work placement through the Civil Service Summer Diversity Internship Programme.
- 7.6 The Summer Diversity Internship Programme provides people from diverse backgrounds with the opportunity to see what a career in the Civil Service entails. Our interns were provided with a range of opportunities to develop a broad understanding of the agency and its functions as well as completing challenging work-based projects.

Initial Operational Training Programme (IOTP)

- 7.7 The IOTP supports the NCA's strategic ambition to 'grow our own' talent and develop our own capabilities to enable the agency to lead the UK's fight to cut serious and organised crime.
- 7.8 Accordingly, the IOTP is designed to deliver professionalism in Intelligence and Investigation to a national occupational standard by:
- Establishing an accredited flexible learning and development framework for NCA officers with continuous professional development, when appropriate.
 - Establishing a comprehensive programme for both Investigators and Intelligence officers that will provide NCA officers with the skills to support the NCA mission.
- 7.9 To achieve this, Learning and Development and the NCA Intelligence Professionalisation Project collaborated with the College of Policing, the Cabinet Office's Professional Heads of Intelligence and Police-led Intelligence Professionalisation Programme to develop the IOTP for Investigators and Intelligence Officers. As such, NCA Trainee Officers will graduate from the training programme with investigative and intelligence skills consistent with those of our law enforcement partners.

Programme Structure

7.10 The IOTP takes approximately two years to complete. Phase 1 is dedicated to classroom training and study time focussed on the National Investigators' Exam and Specific Powers Exam.

7.11 During phases 2 and 3 students are exposed to the workplace and mentored by a Development Officer, as they build up their ability to demonstrate the required National Occupational Standards for their role in Intelligence or Investigations. Trainees receive additional support through role-related training courses and gaining on-the-job experience, assisted by their line managers and other colleagues.

Trainees

7.12 In future the IOTP will apply to the majority of new recruits, without previous occupational experience, entering into the organisation posted to Investigator and Intelligence Officer roles.

7.13 Access to investigation and intelligence training for existing officers continues on a priority basis agreed by the Learning and Development Training and Development Group.

7.14 The agency currently has 379 officers undertaking the IOTP. During the period September 2014 to date 93 trainee officers joined the agency, with a further 74 having been selected for training from within the agency. This has been managed in cohorts:

Table 1: Trainee Officer In-take

| | | |
|----------|----------------|---|
| Cohort 5 | September 2014 | 30 Trainees (plus 37 existing officers) |
| Cohort 6 | January 2015 | 47 Trainees (plus 11 existing officers) |
| Cohort 7 | April 2015 | 16 Trainee officers |
| Cohort 8 | September 2015 | 26 Existing officers |

7.15 Table 1 illustrates a reduction in the numbers of trainees on in-takes. This reduction reflects the end of a period of intense recruitment into the agency. It is also a result of most officers within Commands having previously undertaken a different form of training during precursor employment and achieving 'Cross Powers' (Powers of a Constable, Customs and Immigration), which negates the need for them to complete the IOTP pathways and subsequent National Investigators Exam or Specific Powers Exam. The programme is subject to

review and consideration against future workforce planning to ensure that the NCA remains committed to future officer development in line with skill demands and requirements.

7.16 The two initial pilot cohorts (Cohort 1, October 2013 and Cohort 2, January 2014) have taken both the National Investigators Exam and the Specific Powers Exam resulting in pass rates significantly above the law enforcement average.

Table 2: National Investigators Exam Pass Rate

| | Home Office/Forces Average | NCA |
|------------|----------------------------|-------|
| March 2014 | 64.1% | 80.8% |
| June 2014 | 64.6% | 75.0% |
| Sept 2014 | 67.4% | 92.8% |
| Nov 2014 | 70.8% | 95% |
| Mar 2015 | 67.7% | 84.8% |
| June 2015 | 63% | 78.8% |
| Sept 2015 | 62.2% | 68% |

7.17 The September 2015 NCA National Investigators Exam pass rate of 68% falls below our normal performance levels, although it remains above the national average. The reasons for this dip are currently being investigated, to ensure the high pass rate exceeding the law enforcement average is maintained.

7.18 The Specific Powers Exam is not undertaken by any other law enforcement agency however the NCA are tracking results by cohorts to identify any trends or areas of improvements.

Table 3: Specific Powers Exam Pass Rate

| | |
|------------|-------|
| March 2014 | 88.9% |
| June 2014 | 83.3% |
| Sept 2014 | 93% |
| Nov 2014 | 89.2% |
| Mar 2015 | 94% |
| June 2015 | 83.9% |
| Sept 2015 | 54.5% |

7.19 Table 6 shows a notable drop in the pass rate for the September 2015 Specific Powers Exam. Analysis has been undertaken and those officers who were unsuccessful (as applicable) will be provided with an opportunity for further learning interventions and subsequently supported to undertake a second attempt of the examination.

7.20 The starting salary for trainee officers is aligned to the same value as the target range minimum for an NCA Grade 6 (£22,407). This is higher than officers commencing their probationer training with police forces. During the two-year probationary period, trainee officers receive a pay award on successful completion of the National Investigators Exam and at the end of Phase two of the Initial Operational Training Programme.

Recruitment and Workforce Planning – Project 500

7.21 Project 500 has been set up to address recruitment pressures in attracting skilled and experienced officers to join the NCA. The project is co-chaired by the Deputy Director HR and Deputy Director Intelligence who are working to identify and pursue the best options of attracting experienced candidates including those who have previously worked in law enforcement and intelligence services.

7.22 In order to attract and recruit suitably qualified candidates to join the agency, the NCA matches base salary and recognises continuity of service for those recruited from Civil Service departments. Where this is appropriate and proportionate, the principle of matching base salary is also applied to those joining from law enforcement. The principle of matching base salary has caused some tensions with existing NCA officers who are aware that colleagues may join on a higher salary positions. Whilst this concern is acknowledged, there remains a need to attract and recruit experienced officers. Each case is reviewed by a senior HR manager.

Learning and Development Review

7.23 A learning and development review is currently underway to ensure that investment in training design and delivery is aligned to agency priorities and the development of skills required for officers in the future operating model. In addition, methods of delivery are being reviewed to ensure maximum value for money and return on investment. The outcome of the review will support the development of a strategic learning and development plan for the agency for the next three to five years.

8. Inspirational Leadership and Management

- 8.1 The NCA requires confident, visible and engaging leaders, who are open to new ways of working and are motivated and committed to achieve the NCA mission statement. Our leaders must be clear about their responsibilities to their teams as well as the wider agency, demonstrating the NCA values and the NCA Leadership Model in all they do.
- 8.2 Our leadership and management ethos must be one that builds and supports a culture where we continuously seek ways to improve what we do, are open to innovation and change, evaluate our effectiveness, take managed risks and are accountable for the delivery of desired outcomes. Our leaders and managers will be expected to lead and engage officers through periods of change and uncertainty. We will seek to have a set of leaders who are influential, maintain the highest ethical standards and who care about serving others, both the public and their own officers and colleagues. The NCA has demonstrated its commitment to developing outstanding leadership and management skills by investing in new leadership programmes for Grades 1 to 5, with management responsibility.
- 8.3 The NCA launched a new leadership model in April 2015. The new model incorporates The Work Foundation's research into outstanding leadership, the Civil Service Leadership Statement, the College of Policing's Leadership Review outcomes and our NCA values. All leadership programmes that we have launched are designed to facilitate the development and promotion of our expected leadership behaviours. Key to good leadership is self-awareness and understanding our impact on others and these programmes are designed to help develop and strengthen that awareness, alongside delivery of the practical elements of management.
- 8.4 For Senior Managers at Grades 1 and 2, we have introduced the 'Leading with Purpose' programme which is being delivered by Roffey Park Business School, a leading provider of leadership development and executive education. Four cohorts have already begun the programme and have provided excellent feedback on the course content and trainers. The programme includes a focus on self awareness including 360 degree feedback, and residential two-day modules including leading teams and leading through change. Core themes of the programme are impact, delivery, change, innovation and creating partnerships.
- 8.5 In addition, in September 2015 the agency launched a leadership training programme for Grade 3, 4 and 5 officers

(with management responsibility). There are two different leadership programmes, one for Grade 3, 'Operational Leadership' and one for Grades 4 and 5, 'Team Leadership'. The programmes are delivered in modules over seven to eight months depending on the programme and incorporate modern learning techniques and encourage application and self-reflection. Both programmes require officers to embrace completion of essential pre-work, e-learning and workplace learning activities in order to get the most out of each module.

- 8.6 Separately to the leadership programmes, one day management courses are available to all Grade 3, 4 and 5 leaders. These courses provide management knowledge (particularly for those new to their grade) that might need to be accessed more immediately than the longer term personal development that a modular leadership programme provides. The courses include 'The National Decision Making Model' and 'Ethics, Values and Insider Threat'. Early next year four more courses will be launched covering NCA management policies and compliance, the Performance Development System process, developing others and presentation skills.
- 8.7 The agency is participating in the flagship Civil Service Positive Action Pathway programme, 'Levelling the Playing Field'. The programme targets under-represented groups and aims to equip participants from Grade 6 to 1 with the skills and confidence to realise their full potential and to assist with their career progression. It is very encouraging that NCA officers remain keen to apply and are successful in gaining places on this pathway.
- 8.8 Currently a total of 17 NCA officers are participating in the Positive Action Pathway, five at Grade 1 and 2, six at Grade 3 and 4 and six at Grade 6.
- 8.9 These schemes demonstrate the application of a clear and consistent leadership model across the NCA and the investment from the Board and Novo Programme into both individual and organisational capability building in leadership development.

9. High Performance

- 9.1 The agency must build capability and ensure we are getting the most from our officers. We must recognise that our

officers and their skills are our most valuable corporate asset and work collaboratively to develop, evaluate and use these skills and capabilities to put the agency in the best position to lead the fight against serious and organised crime.

- 9.2 Performance must be fairly and rigorously managed, with clear alignment between individual objectives and agency priorities. Officers should be motivated to perform to their best and know that their efforts will be recognised. Performance which falls below standards will be effectively managed and addressed through support and development to close the performance gap.
- 9.3 To build this capability the agency introduced a new behavioural framework in April 2015. The framework describes the behaviours and standards expected from officers at each grade within the agency. Officers are able to recognise and identify examples of effective and ineffective behaviour at each grade.
- 9.4 In addition, a new approach to performance management has been rolled out across the agency from April 2015. The new approach and corresponding policy and operating procedure provides:
- Greater alignment between agency and individual objectives.
 - Increased focus on the quality and consistency of objectives.
 - Assessment of performance based on both the 'what' (delivery of objectives) and the 'how' (the behaviours, skills, knowledge and values that have been demonstrated to achieve the objective).
 - Increased focus on personal development and continuous improvement.
- 9.5 A programme of masterclasses ran from April to July to support the launch of the new Performance Development System . The roll-out consisted of two masterclasses: 'Leading Performance Improvement for Senior Managers' (DD, G1 and G2), and 'Managing Performance Improvement for Managers' (G3 and G4, plus G5s with management responsibilities). The content of these was broadly similar; designed to give an overview of the 'What' - the new Performance Development System - and the 'How' - managing performance and holding performance discussions. Over 900 officers attended a masterclass.

- 9.6 Dip sampling of objectives took place and as a result we have further developed our guidance on the intranet.
- 9.7 Two 'know how' events were held in September 2015, with over 170 officers attending. The events were open to all grades and captured the essence of the masterclasses in a compact session that was accessible to all, gave officers the chance to ask questions and familiarised them with the Performance Development System prior to mid year reviews. The 'know how' events were followed by a 'live' web chat supported by two members of the Human Resources team.
- 9.8 During October 2015 eight half-day training sessions were delivered to equip line managers with the skills and confidence to have effective conversations with their officers to ensure that performance is managed effectively and performance is improved. Excellent feedback has been received on the effectiveness and quality of training provided.

10. Officer Recognition & Reward

- 10.1 In recognition of the collective hard work and effort in leading the UK's fight to cut serious and organised crime, Her Majesty The Queen agreed to commission a Long Service and Good Conduct Medal for the National Crime Agency. The medal will be listed in the order of precedence as equivalent to the Police Long Service and Good Conduct Medal.
- 10.2 This is a great honour for the NCA, and for the officers who will be nominated, in recognition of their dedication and service. The Board is confident that this recognition will inspire and motivate both new recruits and officers at all grades. This financial year approximately 1,600 Long Service and Good Conduct medals will be presented to all those officers who meet the service criteria, including all those officers who may already have received a SOCA or an alternative precursor award. There will be about 30 officers eligible each year in the future.
- 10.3 In addition, two NCA commendations have been launched by the Director General to recognise officers who have made an outstanding contribution. The two types of commendation are the Director General Commendation and Director Commendation. The first Director General Commendation award event is scheduled in December 2015. This important event is supported by the NCA Executive Leadership Team.

11. NCA Recognition and Reward: An Independent Review

11.1 In May 2015 the Board agreed to support the development of a new, fit for purpose, reward and recognition strategy that was aligned to the ambitions of Novo and the future operating model. The Board provided feedback on the scope and issues to be addressed. Key issues included:

- The need for flexibility to support both roles familiar to the agency and new and 'niche' roles as we respond to emerging threats. This included a requirement for highly marketable skills, including leading edge digital, IT and analytical skills.
- The need for a pay framework that can be easily explained and understood by officers, including how decisions on pay are made (starting salaries, pay linked to performance etc.) and movement through the pay framework in a time of pay restraint.

11.2 To help develop a new strategy to meet the future direction of the agency, PA Consulting conducted a review of existing reward and recognition arrangements in place throughout the agency. The review involved consideration of the legacy pay arrangements of the agency, previous NCARRB submissions and the transitional journey the agency has been on since its formation. Specific reward policies, procedures and processes have been critically assessed both internally and independently and data and information has been analysed to determine the impact of the current pay approach in terms of recruitment, retention, culture and behaviours.

11.3 As well as collecting workforce and financial data to review our pay and reward infrastructure, the team liaised with internal and external stakeholders including Civil Service Reward, HM Treasury and internal stakeholders, including the Director General, Board members and representatives from the Novo Transformation Board.

11.4 Key findings were drawn from the review and a consensus emerged amongst all stakeholders that the existing approach to recognition and reward lacks the impetus to meet most of the existing requirements of the NCA. Stakeholders agreed that the agency's approach will need to change substantially to meet future needs and allow greater flexibility and agility.

11.5 Findings suggested that the pay framework is complex and not easily understood by managers and officers within the agency. In particular, the use of the target minimum, mid-point and maximum points within the pay bands prove confusing for managers when determining salaries on appointment. The pay bands were also cited as a source of concern and frustration for officers already in service, as reaching the mid-point of target range could take many years to achieve and that grade maximum is seen as unattainable during their careers.

11.6 However, a number of positive areas were noted in the review regarding ongoing initiatives such as the proposed introduction of the Annual Hours Allowance and the introduction of the new performance management framework in April 2015.

11.7 The review concluded with a number of recommendations:

- encouraging the agency to take a strategic reward approach and move to a model of 'Total Reward'.
- implement a revised pay structure with an alternative use of the pay points already set within the existing pay bands to move officers through the pay ranges, and reward officers in pre-identified critical posts.
- consider how factors in the job evaluation scheme are weighted.
- build upon the ongoing engagement and recognition initiatives, to build a strategic narrative for officers.

12. Development of an NCA Recognition and Reward Strategy

12.1 The NCA Board is currently considering the recommendations which will shape pay proposals for 2017/18. These proposals include a revised pay structure and consideration of the 'Total Reward' offer.

Revised Pay Structure

12.2 The review raised concerns about the NCA's ability to recruit and retain strategically important skills. Accordingly a revised pay structure is being considered, with rates of pay taking into account:

- the roles determined by the Board as critical;
- the level of competence on which an individual is appointed;
- the level of performance an officer demonstrates through the performance development system.

'Total Reward' Offer

12.3 Proposals to develop and communicate our offer are set out below:

Vision and Purpose

12.4 The NCA will strengthen messaging around its vision and purpose - incorporating the agency mission, values and contribution to the frontline – within the context of the engagement strategy and 'Proud to Protect' which are being developed following insights from the People Survey.

Core Pay

12.5 The review proposed a revised pay structure responding to individual performance and market pay. The model will be designed to target pay awards at our high performing officers and those in critical roles. Ongoing discussions are taking place with the Executive Leadership Team to ensure that it aligns to our current and future operational demands. The agency will also carry out an internal review of Job Evaluation conventions to align the tool with organisational requirements.

Non-Pay Benefits

12.6 As part of the overall reward package the entirety of the non-financial benefits offered by the NCA will be identified and presented as a comprehensive offer. Informed by the People Survey, views on low and no cost options will be sought to develop the package and remove any disincentives from the existing reward offer.

12.7 It is intended that a review of career pathways and officer development will be conducted as part of Operational Transformation and specifically include a review of traineeships and lateral movement in order to inform and strengthen the staff development offer.

13. Officer Engagement

People Survey 2014 – Update on Actions

- 13.1 During the last twelve months we have been responding to the 2014 People Survey results with a sustained focus across the agency.
- 13.2 Engagement plans have been produced across Commands with support from HR Business Partners. Many business areas have worked with a mix of grades within their Command to understand the specific issues and how these might be addressed. Key areas of focus have been improving communication channels, more regular team meetings and improving management and leadership.
- 13.3 Additional agency led engagement activity has included: a mid year 'temperature check' survey, Director General led focus groups, Director led briefing events, Novo café conversations, and senior leadership conferences focusing on engagement plans and activity, which demonstrated the critical importance of engagement for NCA's senior leaders.
- 13.4 Feedback has shaped the new leadership model, investment in leadership development, a more purposeful and effective Performance Development System, the introduction of the Long Service and Good Conduct Medal and commendation ceremonies to ensure an officer's public service is recognised.
- 13.5 'Proud to Protect' is an internal campaign aimed at promoting pride in officers' work and highlighting the real difference an officer makes to peoples' every day lives. Posters supporting this campaign are on display around the agency.

People Survey 2015 - Headlines

- 13.6 The 2015 People Survey ran from 1 to 30 October 2015. This was the first time that our officers completed the survey online and everyone working for the NCA, in any capacity, was invited to complete it. The only exception to this were the NCA Specials who received their own bespoke survey at the same time.
- 13.7 This year the outcome reports will be provided at Grade 1 level across the NCA and to Grade 2 level in the Investigations Command reflecting the large size and geographical spread of these teams. This approach is beneficial, because the survey

responses will be more meaningful, senior managers will receive valuable feedback about their team's experience, and more targeted discussions and actions can be taken in response to the results.

13.8 The NCA final response rate was 75.7%, which represents an impressive 18% improvement on last year's rate, and 10% higher than the overall Civil Service response rate.

13.9 The results of the 2015 People Survey were published in November and showed an overall engagement score of 52%, 3% higher than last year.

13.10 All key theme areas have increased by at least 4% apart from pay and benefits. Significant increases to note are;

- Learning and development – up 8%.
- Organisational objectives and purpose – up 7%.
- My manager – up 6%.
- Resources and workloads – up 6%.

13.11 Many of the questions specifically about the NCA also showed an increase, with some showing dramatic improvements, for example:

- Changes taking place in the NCA are explained properly and communicated effectively by my line manager – up 17%.
- I believe my team works well with other parts of the NCA – up 12%.
- I believe the NCA is a better place to work than 12 months ago – up 10%.

13.12 We are clear though, that despite these improvements over the last year, there is more work to do. NCA has a 6% lower engagement score than the Civil Service average and 11% lower than high performing departments. With this in mind we have made plans to continue the focus and drive on engagement activity throughout the next year.

People Survey 2015 – Next Steps

13.13 Between November and the end of December:

- Teams across all business areas are holding action planning meetings to discuss results and formulate action plans.
- A detailed analysis of results will be presented to the NCA board along with a draft engagement strategy. A final

engagement strategy will be presented to the Board in early February.

- A leadership event being held in December with a key focus on engagement.

14. Workforce Composition

Current Establishment

- 14.1 The NCA's workforce is flexible, professional and capable; it is built on a skilled workforce inherited from a variety of precursor agencies.
- 14.2 Annex A provides a number of tables (Tables A - O) covering workforce composition data.
- 14.3 The full-time equivalent (FTE) as at 30 September is 4,193.6 officers, which represents a slight increase on last year's submission (4,157). See Table A for a breakdown of FTE by Command and grade.
- 14.4 Table B illustrates the FTE division between officers working full-time or part-time hours by grade. It demonstrates that part-time working arrangements are more common amongst our Grade 4 and 5 officers.

Workforce Diversity

- 14.5 For the agency to lead the UK's fight against serious and organised crime our workforce must better reflect the community we serve. We recognise and value differences and work to ensure equality of opportunity for all. We realise the benefits diversity brings in terms of our ability to serve the public and to be innovative and creative in our approach to disruption of serious and organised crime.

Gender

- 14.6 The gender split is Male 62.1% and Female 37.9% (see Table C).

Ethnicity

- 14.7 Table D provides ethnicity data as at 30 September 2015. Of those officers who have declared their ethnicity, 7% are from a Black and Ethnic Minority background. However 26% of officers chose not to declare their ethnicity.

Disability

14.8 Approximately 3% of the agency reported a disability, however this figure should be taken with caution as 57.8% of officers chose not to declare whether or not they had a disability. See Table E.

Sexual Orientation

14.9 Table F shows that 59.3% of the establishment reported being heterosexual, whilst 1.8% identified themselves lesbian, gay or bi-sexual. However it is difficult to generalise these results given that 38.9% of officers did not declare their sexual orientation. There is no distinguishable pattern by grade.

Religion

14.10As at 30 September 2015, 32.2% of the NCA defined their religion as Christian, compared to 21.7% non Christian, however this data is subject to high levels of non declaration (46.1%). See Table G.

Age

14.11Table H highlights that 22.8% of the agency are aged between 18-34, 61.7% between 35-54 and 14.3% are 54 and over.

Officers with Designated Powers

14.12The number of officers with designated powers is 1,979 as at 30 September 2015, which represents a decrease of 88 since last year's submission (2,067).

14.13The gender composition of total numbers of officers with powers is 1,476 male officers and 503 female officers. This represents a positive increase in the number of female officers with powers on last year at 1,568 male officers and 499 female officers (see Table I).

Officer Turnover

14.14Between 1 October 2014 and 30 September 2015 there was an annual turnover of 10.32% (See Table J). This figure includes Voluntary Exits (VES), with 173 officers leaving under VES between this period. Table K provides turnover by Command excluding VES and shows an annual turnover of 6.49%. Table L breaks down the reasons why officers left the

organisation with the highest proportions due to resignation or VES.

14.15 Table M shows the length of service of permanent officers who have left the NCA between the 1 October 2014 and 30 September 2015. It illustrates that on the whole the lower the grade the higher the length of service at the point of leaving the agency, however Grade 6 is the anomaly in this pattern.

VES Scheme

14.16 The Board agreed to reopen the VES scheme to help the agency achieve the right organisational structure moving forward, and to support our ambitions to understand, respond and be agile to the changing threats of serious and organised crime, enable investment into Novo, whilst also meeting our pay bill budget requirements for 2015/16.

14.17 The re-opening of the scheme avoided the need for voluntary or compulsory redundancies.

14.18 The NCA adopted a targeted approach to the decision-making process, taking into account future command structures, the estates strategy, skills and experience, and business continuity.

14.19 Last year's submission outlined that the VES scheme (July 2014 to September 2014) led to 262 NCA officers leaving the organisation under Voluntary terms between July and September 2014 (See table N). Since then the Voluntary Exit Scheme was reopened in September 2014 enabling a further 173 officers to leave the organisation (See table O).

15. Implementation of the August 2015 Pay Award

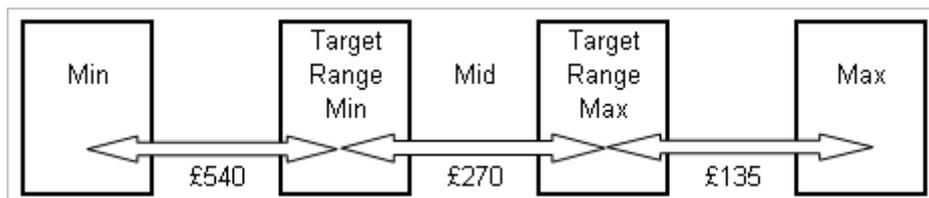
15.1 The August 2015 Pay Award applied a weighted approach to the 1% pay remit for all officers, benefitting officers lower down the pay range.

15.2 This approach incorporated all of NCARRB's recommendations relating to the pay award for officers with operational powers outlined in the NCARRB Second Report 2015. Following Trade Union consultation with the Public and Commercial Services Union, the National Crime Officers Association and the First Division Association the Pay Award for officers without powers mirrored NCARRB's recommendations, resulting in a 'One Workforce' single pay offer.

15.3 In August 2015 this single pay offer strategy was implemented comprising:

- Three fixed lump sums awarded on the basis of performance in the ratio of £540/£270/£135 relative to an individual's position on their respective grade pay scale.

Figure 1: Pay Award Fixed Sum Structure



- A change to NCA Pay Scales at the band max, with an increase of £135. See Table P (Annex B) for analysis on changes between target ranges due to the 2015 Award. Table Q presents the distribution of officers (FTE) across pay ranges due to the 2015 Pay Award. Table R illustrates the changes to the consolidated award level due to the Pay Award and Table S shows a summary of award levels based on the August Pay Award and award cost including London Weighting
- A 1% increase in London Weighting from £3,162 to £3,194.

16. Pay Benchmarking Data

16.1 The NCA continues to benchmark base salary against two primary groups: pay within the public sector and police forces. As part of the NCA strategic review of reward we broadened out comparison data to include the fire service, military and NHS. The data presents a mix of both front line and corporate or enabling functions. In Annex C, Table T sets out approximate base salaries by role. The data is not suggesting that all these roles are based on similar accountabilities and responsibilities, however it illustrates elements of market pay forces.

16.2 The NCA continues to use the mid-point of the pay range as its market facing position which maintains its competitive positioning when aligned to our Civil Service comparators and the wider public sector pay arena. However, a gap at entry point for police officers has developed. This is a cause of concern for our market facing position.

- 16.3 A more detailed picture of Police Officer pay comparisons is attached in Annex C, Table U. As they are required to work a 40 hour week the rates of pay have been pro-rated (NCA work a 37-hour week).
- 16.4 Police pay continues to progress against pay points on an annual incremental basis and it is understood that it will do so until 2018. The pace at which NCA officers move up the pay ranges is a cause of concern for officers, particularly at Grades 5 and 4.
- 16.5 Overall the NCA pay ranges for Grades 3 – 1 compare favourably with Civil Service grades, and align more favourably to police pay points. However officers still experience relatively slow rates of progression within NCA ranges to mid-point (market facing position). Concerns around pay continue to focus on movement within the pay ranges as opposed to pay grade maximum values, therefore it is not our intention to increase the grade maximums.
- 16.6 Recruitment pressures are particularly apparent at Grade 5, our 'officer' grade. The projected vacancies at Grade 5 are circa 430 when appointments from the recent internal Grade 4 Promotion Board have been finalised (144 internal promotions). A significant proportion of these posts are for experienced Investigators - we anticipate in the region of 250 roles.
- 16.7 Over the next few years we are also projecting an increase in the number of Investigators who can retire and this is due to peak during 2018/19. To address the vacancy gap in this area we have been recruiting continually from March 2015. The Agency has in place a rolling recruitment campaign for experienced Investigators, open for applications on a 24/7 basis. Between March and September the agency received 543 applicants through the Investigator campaign, of which 113 were successful. To support, we have engaged a specialist recruitment agency to assist in our recruitment of Investigators, given the competition for experienced officers with investigative skills across the UK.

17. Pay Proposals for August 2016 Pay Award

- 17.1 Last year's NCARRB expressed disappointment in pay award proposals, with concerns raised about limited pay progression at a time of pay restraint, and the impact of successive years

of low or non-consolidated awards on longer serving and experienced officers.

17.2 The NCA therefore considered a range of options for the August 2016 Pay Award. In doing so the NCA has been particularly mindful of the benefit of working with Trade Union colleagues to shape proposals.

17.3 Previously the allocation of the pay award has been targeted at the lower grades and also at those officers under the 'target range' for their grade. Officers at 'target' or 'above target' received a significantly less share of the pay award over the last two years.

17.4 Our recommendation for the pay award 2016/17 follows the principle of a pay award of 1% increase based on the band median value. This supports an increase of salary, based on an average (median) of actual salaries rather than a fixed point on the grade scale (target range minimum, or maximum).

17.5 However, applying this approach would mean that officers at Grade 3 and above would achieve a significantly larger pay award (in real terms rather than %) compared to Grade 5 and 6 officers. We propose to address this by placing a cap on the maximum pay award for officers at Grade 3-1 at the median of Grade 3 salary. The savings achieved through this approach would be used to fund an increase to the Grade 5 and 6 pay grade minimums.

17.6 The tables below provides an estimation of the lowest, average and highest award that would be paid under this proposed model:

Table 4: Lowest, Average and Highest Award for Officers based on pay award proposals, based on all NCA officers.

| | Lowest % | Average % | Highest % | Proposed Award |
|---------|----------|-----------|-----------|----------------|
| Grade 1 | 0.561 | 0.634 | 0.720 | £454 |
| Grade 2 | 0.688 | 0.765 | 0.882 | £454 |
| Grade 3 | 0.840 | 0.977 | 1.103 | £454 |
| Grade 4 | 0.883 | 0.940 | 1.158 | £382 |
| Grade 5 | 0.801 | 1.083 | 4.750 | £291 |
| Grade 6 | 0.867 | 1.180 | 4.003 | £225 |

Table 5: Lowest, Average and Highest Award for officers based on pay award proposals, based on all NCA officers with powers.

| | Lowest % | Average % | Highest % | Proposed Award |
|---------|----------|-----------|-----------|----------------|
| Grade 1 | 0.000 | 0.633 | 0.721 | £454 |
| Grade 2 | 0.732 | 0.779 | 0.882 | £454 |
| Grade 3 | 0.000 | 0.964 | 1.105 | £454 |
| Grade 4 | 0.000 | 0.928 | 1.159 | £382 |
| Grade 5 | 0.000 | 0.825 | 4.750 | £291 |
| Grade 6 | 0.905 | 0.923 | 1.165 | £225 |

Table 6: Median salary at each grade, and 1% calculation of median, based on all NCA officers.

| | Median Salary % | 1% of Median |
|---------|-----------------|-----------------|
| Grade 1 | £65,238 | £652 (Cap £454) |
| Grade 2 | £57,062 | £571 (Cap £454) |
| Grade 3 | £45,437 | £454 |
| Grade 4 | £38,174 | £382 |
| Grade 5 | £29,053 | £291 |
| Grade 6 | £22,542 | £225 |

17.7 Officers at all grades currently below the grade target minimum will receive a smaller pay award under this model than they received in the 2015/16 pay award (last year, those below target range at all grades received £540). However, at Grade 5 we have over 45% of officers who are at target range or over target, so the proposed award (of £291) for these experienced Grade 5 officers is higher than has been previously applied pay award (£270 applied for those at target and £135 for those over target). This addresses a concern that successive years of the previous approach has impacted on this experienced officer cadre.

17.8 In addition, although we propose the use of a cap, 35% of Grade 1 officers and 38% of Grade 2 officers will be receiving a higher pay award at this capped amount than they received in previous years, where a payment of either £270 or £135 was awarded.

17.9 Pay modelling of this proposal supports an increase in the Grade 5 minimum from £24,717 to £25,891 (4.75%), and Grade 6 minimum from £17,689 to £18,397 (4%) contained within the 1% pay award. Approximately 180 officers at Grade 5 and approximately 65 officers at Grade 6 below the proposed new minimum would see their pay increase to the new grade minimum. This would sit comfortably with

benchmarking data which shows Intelligence Analysts and officers in the security agencies earning circa £25,000 and Police Constables after probation receive a starting salary of £26,000. The increase to the NCA pay range minimum at Grade 5 will provide a more competitive starting salary and help attract candidates to the NCA, with the challenges noted in paragraph 16.6 and 16.7. By targeting our pay at Grades 5 and 6 officers, we are applying our pay bill to best recruit and compensate our officers who deliver a vital front line public service.

17.10 This model provides a framework for future pay awards and allows flexibility in its application, for example where and whether to apply the cap at particular grades.

17.11 Based on our benchmarking data we are not proposing to increase the grade maximum values. For those officers whose pay award takes them above the grade maximum, their pay award will be paid as a non-consolidated amount. However officers in this category will see a marked increase in the value of their pay award compared to last year. In August 2015 officers received a consolidated award of £135 based on their position on the pay grade. This year it is proposed that the award will be the median of the grade, capped above Grade 3, which at all grades is higher than the previous £135 sum.

17.12 In addition, through increasing the grade minimums at Grade 6 and Grade 5, but not increasing the grade maximums, we are shortening the pay ranges, seeking to prevent further pay disparity within the pay ranges.

17.13 Officers who transferred as Border Investigators from the Home Office to the NCA will be offered assimilation terms in conjunction with the offer of the NCA Annual Hours Allowance. Those officers who accept NCA terms and conditions will be eligible for this pay award. Those officers who remain on precursor terms and conditions will not be eligible for the pay award.

17.14 We continue to adopt an open door policy for officers who have elected to remain on precursor terms, so that, at any point they can transfer onto NCA terms. However our policy position remains that those who have declined will not be eligible for a pay award unless it part of their contractual terms.

17.15 We are not recommending an increase to London Weighting. A 1% increase was applied in the Pay Award 2015/16.

17.16 We will continue to provide an additional non consolidated award to all NCA officers in receipt of a validated 'Exceeded' rating in the performance management system. The value depends on the non-consolidated pay budget funding available and the number of NCA officers qualifying. In August 2015 442 officers received a non-consolidated payment of £645, regardless of grade. This was funded from the non-consolidated pay budget.

Affordability

17.17 The total cost of applying these pay award proposals for all officers is £1,325,004, based on the workforce at end of October 2015 with a total pay bill of £134,911,139. This is contained within the 1% pay award, at an Increase in Remuneration Cost (IRC) value of 0.982%, for all officers.

17.18 The pay remit modelling will need to be recalculated for implementation of the award in August 2016. Modelling based on workforce and pay bill data as at end of October 2015 demonstrates affordability of the proposals. On applying the proposals in August 2016, the median values, and subsequent funds available to increase the Grade 5 and Grade 6 minimums will be recalculated to confirm affordability.

17.19 The total cost of applying these pay proposals for officers with powers is £591,941, based on 1,986 officers with powers at end of October 2015 with a total pay bill of £68,552,827. This is contained within the 1% pay award, at an IRC value of 0.863%, for all officers with powers.

18. Introduction of an Annual Hours Allowance

18.1 Last year's submission outlined our initial work towards an Annual Hours Allowance model. In the last twelve months there has been significant progress towards finalising the model and developing operating procedures that underpin it, based on consultation and negotiation with key stakeholders and Trade Union colleagues.

Background

18.2 The NCA's remit to understand and respond to threats requires a 24/7 capability. In addition, the changing nature of

serious and organised crime requires an increased demand for flexibility and agility. Currently the NCA reward model for short notice flexibility is based on daily overtime claims which is voluntary and does not reflect the nature of the job. Further, overtime hours creates risks associated with the European Working Time Regulations.

18.3 The NCA is not exempt from the cross government drive to reduce public spending and it cannot be assumed that budgets previously made available to pay for overtime will continue, so the NCA needs to adapt and make changes. Consideration has therefore been given to how the agency can make better use of its resources and future-proof its ability to remain flexible and agile through the development of a new reward model.

18.4 The proposed new reward model has been developed as part of the Novo People Programme. The project has undertaken:

- stakeholder engagement to identify all current issues;
- a review of the 'Winsor' recommendations, Police terms and conditions as well as broader Civil Service reforms to pay and conditions;
- consultation with law enforcement partners and other government departments to explore options;
- consultation with senior managers to understand the impact of deploying officers within an annual hours framework;
- a series of roadshows to explain the concept to officers and obtain feedback;
- consultation and negotiation with Trade Union colleagues; and
- consultation with Diversity groups.

Development of Annual Hours Working

18.5 Research considered by the Novo programme has provided confidence that officers working to an annual hours working arrangement is the best solution to meet the future needs of the NCA.

18.6 This practice currently exists within the agency for approximately 200 NCA Border Investigators who transferred from the Home Office at the outset of the NCA in October 2013.

- 18.7 These officers remain on the annual hours working arrangement inherited from their precursor departments and despite the fact that there are currently five different versions of terms and conditions, they all provide the capacity to deploy officers to meet the nature of the work. In return officers benefit from the financial rewards spread out evenly over the year.
- 18.8 NCA Senior Management and partner agencies can demonstrate the effectiveness of this way of working compared to daily overtime claims and many officers enjoy the benefits that flexible working can bring. At the same time there is much greater opportunity to reduce the risks of managing working time within the constraints of the European Working Time Regulations.
- 18.9 In April 2015 the NCA Board approved the commencement of Trade Union consultation and negotiations in respect of a reward model based on flexibility, on-call and additional hours. It is proposed that the bespoke model set out in Figure 2 is introduced with effect from 1 August 2016.
- 18.10 Constructive Trade Union consultation and negotiations have taken place and they have been actively engaged in negotiating protection arrangements for officers to inform the operating procedures.
- 18.11 In addition, a total of 13 roadshows were conducted to brief officers about the concept of working to an annual hours contract. Over 400 officers attended, as well as Trade Union colleagues. The purpose of these roadshows was to increase the understanding of how annual hours working operates, to answer questions and to listen to feedback to inform negotiations with Trade Union colleagues.
- 18.12 It has to be acknowledged that this new way of working is a significant change from an established overtime culture and naturally it will require a supported change and implementation plan.

Benefits

- 18.13 The model supports Novo aims for flexibility and agility and promises clear business benefits including its ability to deliver a true 24/7 flexibility (the flexibility to deploy officers to meet demand, change shifts and stand down if appropriate). The model reflects the nature of the job and means that the short notice deployment of officers is not reliant on volunteers and

reinforces a task focussed culture of working rather than time focussed.

18.14 Officers will benefit through a regular payment for an enhanced level of flexibility, unlike overtime which can fluctuate depending on hours worked. Officers will also have greater opportunity to take personal advantage of working more flexibly. An annual hours working model will also ensure a fairer distribution of work within the team.

Pension Position

18.15 The Treasury has considered a business case to make the flexibility element (£3,000) pensionable on the basis that it will help to secure a collective agreement, and that comparative allowances in the Home Office and HMRC are already pensionable. This request has not been supported because of the impact on the longer term public sector pension liability. The Government Actuary Department has been commissioned to provide a more accurate figure of the cost of pensionability to inform the discussion.

18.16 Consultation continues on the pensionability point. In the meantime the amount of the flexibility element is assumed to be a non-pensionable allowance of £3,000 (to be revisited if the pension position changes).

Next Steps

18.17 The Trade Unions are engaging with their members with a view to determining if a collective agreement can be achieved. An update will be provided to NCARRB at the oral evidence sessions in February.

18.18 In the event that a collective agreement cannot be secured, the NCA may propose to bring the Annual Hours Allowance in for:

- officers in a suitable role who volunteer to move to Annual Hours Allowance;
- officers who move voluntarily on lateral transfer;
- officers who take up promotion; and
- new joiners to the agency in a suitable role.

Figure 2: Proposed Annual Hours Allowance Model

| | Allowance Element | Grades 3/4/5/6 | | | Cost |
|---|---|--|------------|-----------------|--------------------|
| 1 | Flexible working | Contractual requirement to work 37 hours provides some regularity to the working week but reasonable changes can be made for business need. | | | Included in salary |
| | Enhanced Flexible Working includes contactability/ weekend working /BH etc. | More than 75 duty changes per annum with less than 24 hours notice. A duty change includes changes to rest days of less than 10 working days. | | | £3,000 |
| 2 | Additional Hours | Lower | Middle | Upper | Time and a half |
| | | 50 or 100 | 150 or 200 | 250, 300 or 350 | |
| 3 | On-call, as per current criteria | Standard working Day (one session) | | | £25.28 |
| | | Rest Day/BH (two sessions) | | | £50.56 |

1) Flexibility

Flexible working is already a requirement of NCA officers and in practice many non-operational officers already work flexibly without any additional compensation. There is no demand or need to change this successful arrangement but it is helpful to clarify what is reasonably expected.

The allowance for flexibility includes officers being contactable when off duty. The savings come by providing managers with the ability to flexibly deploy resource as required and reducing the demand for overtime.

2) Additional Hours

Additional Hours are capped at 350 to discourage risks associated with the European Working Time Regulations.

3) On-Call

Rates are as per current NCA rates.

18.19 This proposed new way of working is targeted at those officers who provide the highest level of flexibility to meet the demands of tackling serious and organised crime and regularly work overtime.

18.20 Officers at Grade 3-6 who are frequently required to change or extend their duty shifts with less than 24 hours notice, or change their rest days with less than 10 working days notice will be eligible. We anticipate that approximately 1000 officers will meet the criteria.

18.21 Provided in Annex D, Table V and Table W are examples of an officer working to daily overtime claims compared to an annualised hours working practise. Table X provides examples of officer's salaries based on additional hours and on call (Grades 3-6).

19. Officers on Precursor Terms and Conditions

19.1 The NCA reported in its last submission that a total of 84 officers remained on precursor terms and conditions of service. This figure excluded 222 Border Investigators who had not yet been offered assimilation terms.

19.2 This figure of 84 officers has reduced to a total of 64 across the agency, excluding Border Investigators. A breakdown of officers and their precursor organisation is set out in Table 7 below.

19.3 HR will continue to monitor the position and the agency continues to operate an 'open door' policy whereby officers can transfer onto NCA terms and conditions at any stage in their employment. Officers will be required to take NCA terms and conditions on promotion. There is recognition that some precursor terms are more favourable and the NCA cannot enhance terms to the point that it would be attractive to the officers concerned.

Table 7: Officers by Precursor Organisation (as at 1 October 2015)

| Organisation | Number of Officers |
|---------------------|---------------------------|
| FSS | 6 |
| NFA | 1 |
| HMRC | 3 |
| ARA | 4 |
| NPIA | 29 |
| NCS | 2 |
| NCIS | 3 |
| Police | 8 |
| PCeU | 8 |
| Total | 64 |

Police e-Crime Unit (PeCU)

19.4 Six police officers and two police staff have remained on their precursor terms and conditions, which include contractual pay progression. The 2016/17 total liability is £5,019. Contractual pay progression arrangements will cease by the 2017/18 submission.

National Police Improvement Agency

19.5 During the last 12 months, 16 NPIA officers elected to transfer onto NCA terms and conditions of service, resulting in 29 officers remaining on NPIA terms.

Forensic Science Service

19.6 HR has held a number of meetings with Trade Union representatives regarding the six Forensic Science staff who have elected to stay on their terms and conditions. It has been acknowledged that Forensic Science terms are favourable for officers, for example their double overtime for working weekdays and Saturdays, and protection arrangements in place for regarding maternity leave and redundancy arrangements. It is understood these benefits have resulted in officers electing to remain on their precursor terms.

Border Investigators

19.7 In October 2013, 267 Border Investigators transferred from the Home Office to the NCA. Since then a number of officers have moved roles internally or been promoted within the agency, or left the NCA altogether.

19.8 To date, 16 officers not working to an annual hours arrangement have been offered NCA terms and conditions, which nine officers accepted and seven declined. 215 officers have yet to be offered assimilation terms.

19.9 Most Border Investigators remain on their precursor terms and conditions working to an annual hours arrangement. A conscious decision was made not to disrupt their pattern of working, which has continued to meet the high demand for flexibility, while the NCA has been formulating its own proposals to reward flexibility.

19.10 Now that the NCA has finalised a proposed Annual Hours Allowance, it is possible to offer Border Investigators

assimilation terms that are aligned to the future NCA reward package taking account of the agency's operational needs.

19.11 Border Investigators currently receive one of five variations of precursor terms and conditions, which have variations in their protected terms. Substantial engagement has taken place between the NCA senior leadership team and the Trade Unions to align the officers' packages with NCA terms and conditions and agree assimilation terms.

19.12 Subject to determining the pay remit for 2016/17 including Annual Hours Allowance, Border Investigators will be offered NCA terms with effect from 1 August 2016.

19.13 The agency intends to write to all Border Investigators on precursor schemes to offer them the NCA terms and conditions. The letter will confirm their existing allowances and provide an outline of the revised allowances should they remain on their existing terms and conditions for comparison purposes. On the basis of financial modelling, the vast majority of officers will receive the same overall package, albeit the make up of the base pay, pensionable allowances and non pensionable allowances may change.

19.14 In the meantime, the level of precursor annual hours allowance will remain static pending the assimilation offer. For those officers who choose not to accept NCA terms and conditions, their current level of allowance in accordance with the protected terms of their precursor schemes will be revisited.

19.15 The NCA considers that the assimilation offer is fair and reasonable and wishes to encourage officers to accept NCA terms and conditions. In line with previous assimilation offers, it is proposed that the officers who choose not to accept NCA terms and conditions will not be eligible for the pay award.

20. Officers Based in Northern Ireland

20.1 The NCARRB asked the NCA to provide an update in respect of the position in Northern Ireland. Accordingly, it can be reported that there is still no evidence of recruitment and retention problems arising to support an additional allowance. Furthermore the threat level to NCA officers in Northern Ireland remains as MODERATE which is distinct from partners

in the Police Service Northern Ireland, Military and Northern Ireland Prison Service who are all assessed as SEVERE.

20.2 Consequently the NCA has no plans to consider an allowance payable to officers in Northern Ireland.

21. London Weighting

21.1 London Weighting Allowance (LWA) is currently paid to approximately 1,700 officers to compensate for the cost of living within London and surrounding areas. The current value is £3,194. This figure is pensionable.

21.2 The NCA continues to benchmark LWA with comparative organisations. It is understood that City of London police pay an Inner London Weighting of £5,500 per annum to their civilian staff, with officers based 6 miles from the City of London receiving an Outer London Weighting of £3,300. The Metropolitan Police Service (MPS) pay an allowance of £3,501 to their Zone 1 police staff, with those in Zone 2 receiving £1,902. Police Officers in both MPS and City of London receive both pensionable LWA and non-pensionable London Allowances.

21.3 It is worth noting that the majority of comparators use office sites within the M25 as their boundary. Of the 15 NCA sites that attract LWA, seven are within the M25 and eight are outside. In addition, across government there has been a move to consolidate LWA into base pay scales, with HMRC, Home Office and DWP all taking this approach, in effect having London and National Pay Scales (and in some instances, Outer London Pay Scales).

21.4 The NCA is currently engaged in discussions regarding the piloting of concessionary rail travel for officers based in London and the South East and will be able to update NCARRB on this during the oral evidence sessions in February.

21.5 Implementation of the Estates Strategy continues. Two locations in London and the South East will be subject to review; one in December 2016 and a central London location in 2018. A scoping exercise in relation to a West London Hub is currently underway.

22. Anti Social Hours and Shift Allowance

- 22.1 The NCA currently offers a pensionable 12.5% shift allowance where an officer has a requirement to work a three shift system operating 24-hours a day, seven days a week. There have recently been changes to shift working patterns whereby some officers are now required to work one in five night duties as opposed to their previous work pattern of one in six. This has affected 45 officers in total (Grades 3-5). As a consequence both senior management and Trade Union representatives are supportive of proposals to increase the shift allowance to reflect the increased frequency of night duty.
- 22.2 A recent benchmarking exercise identified that other government agency comparators pay shift allowances of between 15% and 20% where night duty requirements are included. The differential in allowance percentage is based on the frequency of night duties; 15% for night duties where 1 in 7 but less than 1 in 4 are worked. Where there is 1 in 4 or more, 20% is paid.
- 22.3 We are currently reviewing the NCA policy on shift allowance and will report back to NCARRB in due course.

Annexes

Annex A: Workforce Composition Data

Table A: Workforce FTE by Command and Grade (as at 30 September 2015)

| Command | Total |
|--|----------------|
| Margin | 81.4 |
| NCA Change & Finance | 176.7 |
| NCA Chief Information Office | 116.6 |
| NCA Child Exploitation OnLine Protection | 137.9 |
| NCA Corporate Affairs | 100.7 |
| NCA Corporate Services Department | 257.5 |
| NCA Deputy DG Office | 99.1 |
| NCA Economic Crime Command | 354.7 |
| NCA Led Operation | 69.8 |
| NCA National Cyber Crime Unit | 179.7 |
| NCA Organised Crime Command | 272.4 |
| NCA Intel and Operations Directorate | 2,347.0 |
| Grand Total | 4,193.6 |

| Grade | Total |
|--------------------|----------------|
| DD & Above | 37.6 |
| NCA Grade 1 | 69.2 |
| NCA Grade 2 | 194.6 |
| NCA Grade 3 | 542.3 |
| NCA Grade 4 | 1,051.9 |
| NCA Grade 5 | 1,932.2 |
| NCA Grade 6 | 365.8 |
| Grand Total | 4,193.6 |

Table B: Workforce FTE by Full-Time/Part-Time (as at 30 September 2015)

| Grade | Full Time | Part Time | Total |
|--------------------|----------------|--------------|----------------|
| DD & Above | 37.0 | 0.6 | 37.6 |
| NCA Grade 1 | 67.0 | 2.2 | 69.2 |
| NCA Grade 2 | 192.0 | 2.6 | 194.6 |
| NCA Grade 3 | 525.0 | 17.3 | 542.3 |
| NCA Grade 4 | 1,005.0 | 46.9 | 1,051.9 |
| NCA Grade 5 | 1,812.0 | 120.2 | 1,932.2 |
| NCA Grade 6 | 321.0 | 44.8 | 365.8 |
| Grand Total | 3,959.0 | 234.6 | 4,193.6 |

Table C: Workforce by Gender (as at 30 September 2015)

| | Sex | | Total |
|-------------|-------|-------|--------|
| | F | M | |
| Grand Total | 37.9% | 62.1% | 100.0% |

Table D: Workforce by Ethnicity (as at 30 September 2015)

| | Ethnic Band | | | | Total |
|-------------|-------------|------------|-------------------|--------------|--------|
| | White | BaME/Other | Prefer not to say | Not Declared | |
| Grand Total | 66.3% | 7.0% | 0.6% | 26.0% | 100.0% |

Table E: Workforce by Disability Band (as at 30 September 2015)

| | Disability | | | Total |
|-------------|------------|--------------|--------------|--------|
| | Disabled | Not Disabled | Not Declared | |
| Grand Total | 2.9% | 39.3% | 57.8% | 100.0% |

Table F: Workforce by Sexual Orientation (as at 30 September 2015)

| | Sexual Orientation | | | | Total |
|-------------|--------------------|-----------|-------------------|--------------|--------|
| | Heterosexual | L / G / B | Prefer not to say | Not Declared | |
| Grand Total | 59.3% | 1.8% | 2.8% | 36.1% | 100.0% |

Table G: Workforce by Religion (as at 30 September 2015)

| | Religion | | | | Total |
|-------------|-----------|---------------|--------------|-------------------|--------|
| | Christian | Non Christian | Not Declared | Prefer not to say | |
| Grand Total | 32.2% | 21.7% | 43.6% | 2.5% | 100.0% |

Table H: Workforce by Age (as at 30 September 2015)

| | Age Band | | | | Total |
|-------------|----------|---------|-----------|-----------|--------|
| | 18 - 34 | 35 - 54 | 54 & over | Not Known | |
| Grand Total | 22.8% | 61.7% | 14.3% | 1.2% | 100.0% |

Table I: Powers VS Non Powers by Command (as at 30 September 2015)

| Command | Powers | Non Powers | Total |
|--|--------|------------|-------|
| NCA Child Exploitation OnLine Protection | 45 | 118 | 163 |
| NCA Corporate Affairs | 13 | 99 | 112 |
| NCA Corporate Services Department | 75 | 386 | 461 |
| NCA Deputy DG Office | 40 | 66 | 106 |
| NCA Economic Crime Command | 160 | 219 | 379 |
| NCA National Cyber Crime Unit | 118 | 70 | 188 |
| NCA Organised Crime Command | 89 | 207 | 296 |
| NCA Change & Finance | 13 | 176 | 189 |
| NCA Led Operation | 14 | 58 | 72 |
| NCA Chief Information Office | 13 | 113 | 126 |
| NCA Intel and Operations Directorate | 1399 | 1047 | 2446 |
| Total | 1979 | 2559 | 4538 |

| Gender | Powers | Non Powers | Total |
|--------|--------|------------|-------|
| Female | 503 | 1218 | 1721 |
| Male | 1476 | 1341 | 2817 |
| Total | 1979 | 2559 | 4538 |

Table J: Joiners and Leavers by Command and Shown as Annual % Turnover (01/10/2014 - 30/09/2015)

| Command | Joiners | Leavers | Emps at start | Annualised % Turnover |
|---|---------|---------|---------------|-----------------------|
| NCA Change & Finance | 14 | 3 | 144 | 2.08% |
| NCA Chief Information Office | 10 | 1 | 99 | 1.01% |
| NCA Child Exploitation OnLine Protection | 21 | 14 | 139 | 10.07% |
| NCA Corporate Affairs | 11 | 18 | 112 | 16.07% |
| NCA Corporate Services Department | 89 | 78 | 385 | 20.26% |
| NCA Deputy DG Office | 4 | 13 | 152 | 8.55% |
| NCA Economic Crime Command | 27 | 29 | 363 | 7.99% |
| NCA Intelligence & Operations Directorate | 102 | 255 | 2602 | 9.80% |
| NCA Led Operation | 4 | 0 | 24 | 0.00% |
| NCA National Cyber Crime Unit | 18 | 29 | 190 | 15.26% |
| NCA Organised Crime Command | 24 | 26 | 307 | 8.47% |
| Total | 324 | 466 | 4517 | 10.32% |

*The number of 466 leavers represents the total number of officers that have left the organisation including all employment statuses, Permanent Staff, Agency Staff, Commercial Contractors, Seconded Staff, Attached Staff, NCA Specials, Outsourced Contractors, Student Placements etc.

Table K: Joiners and Leavers (excluding under VES) by Command and Shown as Annual % Turnover (01/10/2014 - 30/09/2015)

| Command | Joiners | Leavers | Emps at start | Annualised % Turnover |
|---|---------|---------|---------------|-----------------------|
| NCA Change & Finance | 14 | 3 | 144 | 2.08% |
| NCA Chief Information Office | 10 | 1 | 99 | 1.01% |
| NCA Child Exploitation OnLine Protection | 21 | 11 | 139 | 7.91% |
| NCA Corporate Affairs | 11 | 14 | 112 | 12.50% |
| NCA Corporate Services Department | 89 | 55 | 385 | 14.29% |
| NCA Deputy DG Office | 4 | 7 | 152 | 4.61% |
| NCA Economic Crime Command | 27 | 15 | 363 | 4.13% |
| NCA Intelligence & Operations Directorate | 102 | 143 | 2602 | 5.50% |
| NCA Led Operation | 4 | 0 | 24 | 0.00% |
| NCA National Cyber Crime Unit | 18 | 28 | 190 | 14.74% |
| NCA Organised Crime Command | 24 | 16 | 307 | 5.21% |
| Total | 324 | 293 | 4517 | 6.49% |

Table L: Reasons For Leaving the Agency (01/10/2014 - 30/09/2015)

| Leaving Post | Total |
|---|-------|
| Death in Service | 5 |
| Dismissed | 4 |
| End of external secondment | 2 |
| End of Fixed Term Contract | 4 |
| End of secondment, return to parent org | 4 |
| Civil Service Transfer | 32 |
| Resignation | 134 |
| Medically Retired | 6 |
| Normal Retirement | 47 |
| Voluntary Exit Scheme | 173 |
| End of Attachment | 8 |
| End of Contract | 36 |
| Probation not Satisfactory | 1 |
| End of Temp | 8 |
| Migration Issue | 2 |
| Total | 466 |

Table M: Leavers by Grade (01/10/2014 - 30/09/2015)

| Status in Post | Permanent staff only excludes Contingent Labour | | | | | | | | | | |
|-----------------|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|
| Count of Emp No | Length of Service* | | | | | | | | | | |
| Grade | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | Total |
| DD & Above | | 1 | | | | | | | 1 | 6 | 8 |
| NCA Grade 1 | | | | 1 | | 1 | 1 | | 1 | 5 | 9 |
| NCA Grade 2 | | 4 | 1 | 1 | | | | 2 | 2 | 22 | 32 |
| NCA Grade 3 | 1 | 8 | 2 | 3 | 5 | 3 | 3 | 3 | 11 | 30 | 69 |
| NCA Grade 4 | | 3 | 2 | 2 | 2 | 3 | 2 | 1 | 18 | 62 | 95 |
| NCA Grade 5 | 13 | 33 | 18 | 7 | 7 | 7 | 6 | 6 | 15 | 53 | 165 |
| NCA Grade 6 | 3 | 1 | 5 | 2 | 3 | 4 | 1 | | 4 | 3 | 26 |
| Total | 17 | 50 | 28 | 16 | 17 | 18 | 13 | 12 | 52 | 181 | 404 |

*Length of service calculated from Employment start date not continuous service date

Table N: First Voluntary Exit Scheme 2014 (officers left under VES between July 2014 to September 2014)

| Total Numbers Accepted | DD | G1 | G2 | G3 | G4 | G5 | Total |
|-------------------------|----------|----------|-----------|-----------|------------|-----------|------------|
| Border Policing Command | 1 | 0 | 1 | 6 | 8 | 4 | 20 |
| CEOP | 0 | 0 | 0 | 1 | 2 | 0 | 3 |
| Coordination & Tasking | 0 | 0 | 1 | 2 | 2 | 2 | 7 |
| Corporate Services | 3 | 3 | 5 | 11 | 28 | 15 | 65 |
| DDG Office | 0 | 1 | 1 | 3 | 1 | 7 | 13 |
| Director General | 0 | 0 | 1 | 1 | 1 | 2 | 5 |
| Economic Crime | 0 | 2 | 1 | 3 | 7 | 2 | 15 |
| Intelligence | 0 | 1 | 1 | 8 | 7 | 10 | 27 |
| Operations | 3 | 1 | 1 | 12 | 48 | 35 | 100 |
| Organised Crime Command | 0 | 0 | 1 | 3 | 2 | 1 | 7 |
| | 7 | 8 | 13 | 50 | 106 | 78 | 262 |

Table O: Second Voluntary Exit Scheme 2015 (officers left under VES on 31st March 2015)

| Total Numbers Accepted | DD | G1 | G2 | G3 | G4 | G5 | Total |
|-------------------------|----------|----------|-----------|-----------|-----------|-----------|------------|
| Border Policing Command | 0 | 0 | 6 | 3 | 7 | 19 | 35 |
| CEOP | 0 | 0 | 2 | 1 | 0 | 0 | 3 |
| Corporate Affairs | 1 | 1 | 0 | 1 | 0 | 1 | 4 |
| Corporate Services | 0 | 1 | 4 | 2 | 7 | 5 | 19 |
| DDG Office | 0 | 0 | 1 | 3 | 2 | 0 | 6 |
| Margin | 0 | 0 | 0 | 0 | 2 | 0 | 2 |
| Economic Crime | 0 | 0 | 2 | 3 | 7 | 2 | 14 |
| Intelligence | 0 | 1 | 0 | 4 | 10 | 3 | 18 |
| Operations | 2 | 0 | 4 | 6 | 21 | 26 | 59 |
| NOVO | 0 | 2 | 0 | 0 | 0 | 0 | 2 |
| NCCU | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Organised Crime Command | 0 | 1 | 0 | 2 | 2 | 5 | 10 |
| | 3 | 6 | 19 | 25 | 59 | 61 | 173 |

Annex B: 2015 Pay Award Data

Table P: Changes Between Target Ranges Due to the 2015 Award (all officers).

| Changes Between Target Ranges | | | | | | | | | | | | |
|-------------------------------|--------------------|--------|---------------|---------------------|--------|---------|--------------------|-----|--------------|----|-------------------|----|
| | Pre Award Analysis | | | Post Award Analysis | | | Change | | | | | |
| | Old UTR | Old TR | Old OTR FTE's | New UTR | New TR | New OTR | Under Target Range | | Target Range | | Over Target Range | |
| | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | | | FTE | |
| G1 | 36 | 8 | 3 | 34 | 10 | 3 | -2 | -4% | 2 | 4% | 0 | 0% |
| G2 | 104 | 47 | 6 | 94 | 57 | 6 | -10 | -6% | 10 | 6% | 0 | 0% |
| G3 | 299 | 125 | 22 | 291 | 129 | 26 | -8 | -2% | 4 | 1% | 4 | 1% |
| G4 | 477 | 364 | 156 | 454 | 381 | 162 | -23 | -2% | 17 | 2% | 6 | 1% |
| G5 | 840 | 344 | 297 | 773 | 400 | 308 | -67 | -5% | 56 | 4% | 11 | 1% |
| G6 | 184 | 357 | 26 | 180 | 355 | 32 | -4 | -1% | -2 | 0% | 6 | 1% |
| Total | 1,940 | 1,245 | 511 | 1,826 | 1,332 | 538 | -114 | -3% | 87 | 2% | 27 | 1% |
| | 49.3% | 31.6% | 13.0% | 46.4% | 33.8% | 13.7% | -2.9% | | 2.2% | | 0.7% | |

Table Q: Distribution of Officers (FTE) Across Pay Ranges for NCA Due to the 2015 Pay Award

| | Under Target Range | Target Range | Over Target Range | |
|-------|--------------------|--------------|-------------------|-------|
| Grade | No. of FTE | No. of FTE | No. of FTE | Total |
| G1 | 34 | 10 | 3 | 47 |
| G2 | 94 | 57 | 6 | 157 |
| G3 | 291 | 129 | 26 | 446 |
| G4 | 454 | 381 | 162 | 997 |
| G5 | 773 | 400 | 308 | 1481 |
| G6 | 180 | 355 | 32 | 567 |
| Total | 1,826 | 1,332 | 538 | |
| | 46.40% | 33.80% | 13.70% | |

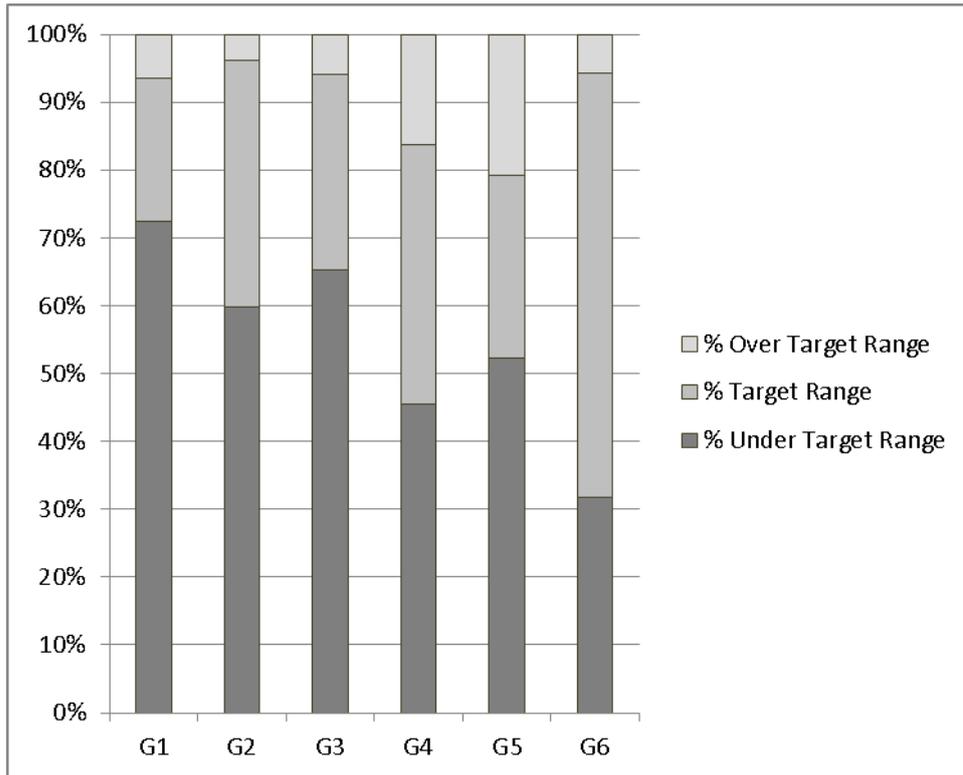


Table R: Changes to the Consolidated Award Level Due to the August 2015 Pay Award

| Analysis of % Consolidated Award Level | | | | | | | | | |
|--|-------------|----------|-------|-------|-------|-------|-------|---------|----------------|
| | No increase | Under 1% | 1%-2% | 2%-3% | 3%-4% | 4%-5% | 6%-7% | Over 7% | Total on Grade |
| | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| G1 | 7 | 40 | | | | | | | 47 |
| G2 | 20 | 108 | 30 | | | | | | 157 |
| G3 | 29 | 143 | 274 | | | | | | 446 |
| G4 | 60 | 496 | 442 | | | | | | 997 |
| G5 | 55 | 647 | 239 | 540 | | | | | 1,481 |
| G6 | 80 | 25 | 289 | 128 | 45 | | | | 568 |
| blank | | | | | | | | | 0 |
| CFI | 59 | 23 | 159 | | | | | | 240 |
| Total | 309 | 1,481 | 1,433 | 668 | 45 | | | | 3,936 |
| | 7.8% | 37.6% | 36.4% | 17.0% | 1.2% | | | | 100% |

Table S: Award Levels Based on the August Pay Award 2015 (all officers)

| Summary Award Levels | | | |
|----------------------|--------|---------|---------|
| Overall | Lowest | Average | Highest |
| G1 | 0.000% | 0.620% | 0.856% |
| G2 | 0.000% | 0.691% | 1.049% |
| G3 | 0.000% | 0.853% | 1.311% |
| G4 | 0.000% | 0.875% | 1.639% |
| G5 | 0.000% | 1.151% | 2.185% |
| G6 | 0.000% | 1.417% | 3.053% |
| blank | 0.000% | 0.000% | 0.000% |
| CFI | 0.000% | 0.882% | 1.000% |
| G1-6 Total | 0.000% | 0.997% | 3.053% |
| | | 0.000% | |
| Overall | 0.00% | 0.997% | 3.053% |
| CP/MT | | 0.052% | |
| Overall | 0.00% | 1.185% | 3.053% |

| Award Cost including London weighting | | | |
|---------------------------------------|----------|------------|------------|
| Overall | Powers | Non-Powers | Total |
| G1 | £7,170 | £12,919 | £20,089 |
| G2 | £31,990 | £31,898 | £63,888 |
| G3 | £102,570 | £88,747 | £191,317 |
| G4 | £203,763 | £163,874 | £367,637 |
| G5 | £272,480 | £304,800 | £577,279 |
| G6 | £13,147 | £170,439 | £183,586 |
| blank | £ - | £ - | £ - |
| CFI | £60,761 | £3,621 | £64,382 |
| Total | £691,881 | £776,297 | £1,468,178 |
| | | | £ - |
| Overall | | | £1,468,178 |
| CP/MT | | | £67,569 |
| Overall | | | £1,535,747 |

Annex C: Pay Benchmarking Data

Table T: Base Pay Comparators Findings (as at 1 August 2014)

| Comparable Roles on Base Pay ONLY | NCA Grades | NCA Pay Scales as at 1 Aug 2014 - 37 Hours | | | | |
|---|------------|--|--------------|----------|--------|-----------|
| | | Grade Min | Target Range | | | Grade Max |
| | | | Min | Midpoint | Max | |
| New Recruit Police PC (23,727) Unqualified Teacher (16-26k) Police Staff Investigator (21-26k) Newly qualified Nurse (22k) Newly recruited firefighter (22k) DWP AA - EO (15-25k) HMRC AA - EO (15-26) Private - Army (19-23k) Lance Corporal - Army (22-25k) TM1 Traffic Officer - Highways (22k) | Grade 6 | 17,689 | 22,407 | 23,586 | 24,765 | 25,945 |
| NCA accepts transfers at EO Police Staff Investigators (25-29k) PCs after Probation (26-37k) Qualified Teachers (22-33k) Band 6 Nurse (26-35k) Competent Firefighter (29k) Crew Manager - Fire (31-32k) Corporal - Army (27-31k) Sergeant - Army (31-35k) Intelligence Analysts/Officer - Security Agencies (circa 25k) TM2 Team Manager-Highways (28- 30k) | Grade 5 | 24,717 | 30,323 | 31,919 | 33,515 | 36,321 |

| | | | | | | |
|---|---------|--------|--------|--------|--------|--------|
| NCA accepts transfers at HEO Police Sergeant (38 -41k) Upper Teacher Range (35-38k) Band 7 Nurse (31-40k) Watch Manager - Fire (33-36k) Station Manager - Fire (37-41k) DWP HEO (25-31k) Staff Sergeant – Warrant Officer (34- 41k) Senior Intelligence Analysts/Officers - Security Agencies (31-43k) | Grade 4 | 32,956 | 37,904 | 39,899 | 41,894 | 43,240 |
| NCA accepts transfers at SEO Insp (47-52k) Leading Practitioner Teacher (39- 59k) Band 8a Nurse (40-47k) Group Manager – Fire (43-48k) DWP SEO (31-38k) HMRC SEO/Band T (35-40) Captain – Army (40-47k) TM3 Ops Manager – Highways (43- 49k) | Grade 3 | 41,195 | 47,379 | 49,873 | 52,367 | 54,050 |
| NCA accepts transfers at Grade 7 Ch Insp (53-54k) Band 8b Nurse (46-57k) Area Manager (50-56k) Major (49-59k) DWP Grade 7 (45-55k) HMRC Grade 7 (47-55) | Grade 2 | 51,493 | 59,224 | 62,341 | 65,458 | 66,025 |
| NCA accepts transfers at Grade 6 Superintendents (64-74k) Ch Supt (79-83k) Grade 6 Head of Division – Highways (58- 67k) Band 9 Nurse (78- 98k) Lt Colonel – Army (69-80k) | Grade 1 | 63,078 | 72,550 | 76,368 | 80,186 | 80,883 |

Table U: Base Pay Comparators Findings (as at 1 August 2014)

| NCA | Police Pay Scales as at 1 September 2014 - 40 hours (37 hours pro rata) | | |
|---------|---|---|---|
| Grades | Rank | Min | Max |
| Grade 6 | | | |
| Grade 5 | Constable | £23,727 (£21,947) / £19,383 (£17,929) for Constables' pay from 1 September for those who joined on or after 1 April 2013 in England or Wales | £37,254 (£34,460) / £37,254 (£34,460) for Constables' pay from 1 September for those who joined on or after 1 April 2013 in England or Wales |
| Grade 4 | Sergeant | £38,526 (£35,637) | £41,865 (£38,725) |
| Grade 3 | Inspector | £47,730 (£44,150) | £51,771 (£47,888) |
| | Inspector London | £49,821 (£46,084) | £53,880 (£49,839) |
| | Chief Inspector | £52,830 (£48,868) | £55,005 (£50,880) |
| | Chief Inspector London | £54,936 (£50,816) | £57,105 (£52,822) |
| Grade 2 | Superintendent - Range 1 | £63,552 (£58,786) | £75,066 (£69,436) |
| Grade 1 | Chief Superintendent | £78,768 (£72,860) | £83,094 (£76,862) |

(Source: Policy Negotiating Board - PNB Circular 2014/16, 25 June 2014)

Annex D: Annual Hours Working, Supplementary Data

Tabel V: An officer providing flexibility to respond to live time intelligence with less than 24 hours notice may currently work the following pattern;

| Planned Roster | Times | Unplanned working time responding to immediate and urgent intelligence | Overtime Claimed | Total Daily Hours | Culmulative hours worked* |
|--|-------------|--|------------------|-------------------|---------------------------|
| Mon | 8am – 4pm | 4pm – 10pm | 6 hours | 14 hours | 14 hours |
| Tues | 8am** – 4pm | | | 8 hours | 22 hours |
| Wed | 8am – 4pm | 4pm – 9pm | 5 hours | 13 hours | 35 hours |
| Thurs | 8am – 4pm | | | 8 hours | 43 hours |
| Fri | 8am – 4pm | | | 8 hours | 51 hours*** |
| <p>* For ease of comparison no break times have been included although in practice break times will be taken and not counted towards the hours worked ** Returning to a planned rosta time of 8am does not provide for an 11 hour break as required by the European Working Time Regulations *** 51 hours is in excess of the European Working Time Regulations average maximum working week</p> | | | | | |
| <p>Compensation for this enhanced level of flexibility is currently provided by way of daily overtime claims. Opportunities to reduce overtime hours are lost.</p> | | | | | |

Table W: Under an annual hours contract an officer providing flexibility to respond to live time intelligence with less than 24 hours notice may work the following:

| Planned Roster | Times | Unplanned working time responding to immediate and urgent intelligence | Overtime Claimed | Total Daily Hours | Culmulative hours worked* |
|---|--|--|------------------|-------------------|---------------------------|
| Mon | 8am – 4pm | 4pm – 10pm | None | 14 hours | 14 hours |
| Tues | 12pm** – 4pm | | None | 4 hours | 18 hours |
| Wed | 8am – 4pm | 4pm – 9pm | None | 13 hours | 31 hours |
| Thurs | 8am – 4pm | | None | 8 hours | 39 hours |
| Fri | Opportunity for non-working day to manage hours down | | None | 0 hours | 39 hours*** |
| <p>* For ease of comparison no break times have been included although in practice break times will be taken and not counted towards the hours worked ** A late start following a lengthy work day provides opportunity for immediate rest and recuperation *** 39 hours is well within the European Working Time Regulations average maximum working week and counts towards the annual hours target</p> | | | | | |
| <ul style="list-style-type: none"> - A Full Time Equivalent annual hours target will be 52 x 37 hours less leave - The opportunity to take a day off will be dependant upon operational demands and in consultation with the officer - The officer will remain contactable to respond to further urgent intelligence. | | | | | |

- Compensation for this enhanced flexibility will be provided by way of an enhanced flexibility payment of £3000
- Additional hours within the limits of the EWTB may be agreed annually and will be compensated at time and a half

Table X: Annual Hours Allowance – Examples of Officer Salaries Based on Additional Hours and On Call (Grades 3 - 6)

| Salary + AHA | Officer Grade | | | | | | | | | | | |
|--|---------------|-------------------------|-------------------------|---------------|-------------------------|-------------------------|---------------|-------------------------|-------------------------|---------------|-------------------------|-------------------------|
| | 3 | | | 4 | | | 5 | | | 6 | | |
| | | + On Call (1 week in 8) | + On Call (1 week in 4) | | + On Call (1 week in 8) | + On Call (1 week in 4) | | + On Call (1 week in 8) | + On Call (1 week in 4) | | + On Call (1 week in 8) | + On Call (1 week in 4) |
| Salary Baseline (grade median salary as at 30 October 2015) + £3,000 enhanced flexibility | 48,437 | 49,916 | 51,395 | 41,174 | 42,653 | 44,132 | 32,053 | 33,532 | 35,011 | 25,542 | 27,021 | 28,500 |
| + 50 additional hours (minimum additional hours) | 50,208 | 51,687 | 53,166 | 42,662 | 44,141 | 45,620 | 33,186 | 34,665 | 36,114 | 26,421 | 27,900 | 29,379 |
| + 150 additional hours | 53,750 | 55,229 | 56,708 | 45,638 | 47,117 | 48,596 | 35,451 | 36,930 | 38,409 | 28,178 | 29,657 | 31,136 |
| + 250 additional hours | 57,292 | 58,771 | 60,250 | 48,614 | 50,093 | 51,572 | 37,716 | 39,195 | 40,674 | 29,935 | 31,414 | 32,893 |
| + 350 additional hours (maximum additional hours) | 60,834 | 62,313 | 63,792 | 51,590 | 53,069 | 54,548 | 39,981 | 41,460 | 42,939 | 31,692 | 33,171 | 34,650 |

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