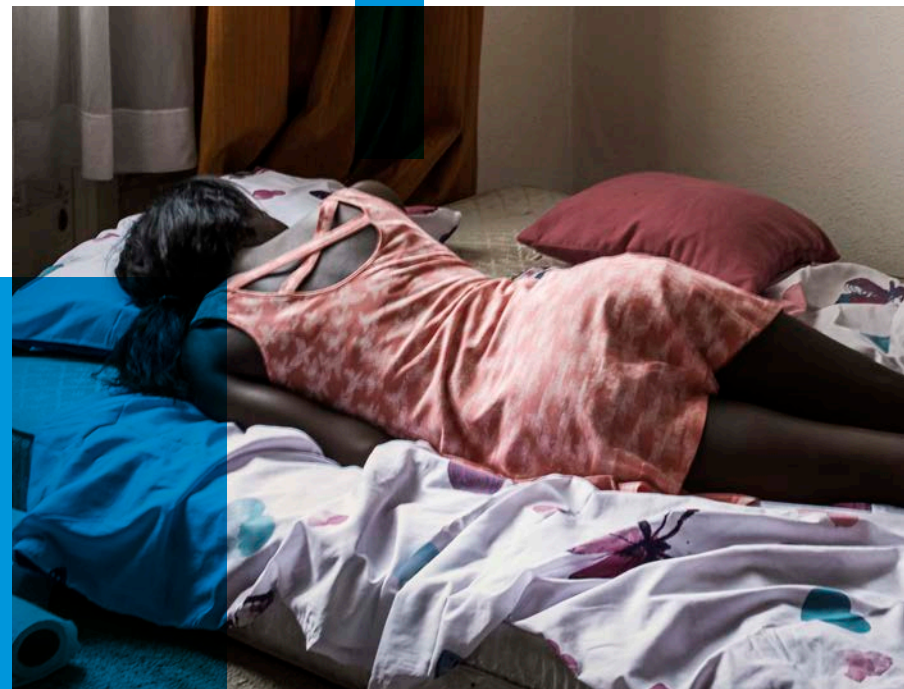




NCA
National Crime Agency

LEADING THE UK'S FIGHT TO CUT SERIOUS AND ORGANISED CRIME



ANNUAL PLAN
2019-20



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Serious and organised crime affects more UK citizens, more often, than any other national security threat and leads to more deaths in the UK each year than all other national security threats combined.

These criminals do not discriminate against whom they harm. They target us all, from cyber-attacks on businesses to the exploitation of the most vulnerable in society, including children. Their activities erode our communities and our economy, costing the UK at least £37 billion every year and allowing criminals to reap the benefits of their crimes, while we, and particularly their victims, suffer the consequences.

I am determined to prevent serious and organised crime, defend against it, track down perpetrators and bring them to justice. We will allow no safe space – online or offline – for these people and their networks.

Since the 2013 strategy was published, we have made substantial progress, with new powers, legislation and partnerships leading to significant increases in convictions, seizures and number of children safeguarded. Law enforcement, and the National Crime Agency (NCA) in particular have been instrumental in this progress, with an impressive and sustained track record of disruption against the full range of serious and organised crime threats.

But the threat is evolving, both in scale and complexity, and we must ensure

our response is suited to the new and emerging challenges. Our new strategy, published in November 2018, sets out how we will mobilise the full force of the state and align our collective efforts to target and disrupt serious and organised crime, through a focus on:

- A **strengthened response to economic crime** and illicit finance through the new multi-agency National Economic Crime Centre and reform of the Suspicious Activity Reports regime.
- An **enhanced data and intelligence-led approach**, with the creation of a National Assessments Centre and National Data Exploitation Capability.
- Enhanced **community resilience and early intervention**, with investment in community coordinators to help build community resilience against serious and organised crime and deliver local interventions.
- The **development of a single, whole-system approach**, with improved governance and coordination, a new national tasking framework; and enhanced international response.

FOREWORD BY THE HOME SECRETARY

The NCA is at the heart of delivering this and will increasingly focus its effort on higher priority and more complex threats, targeting and coordinating disruptive activity so that we have the greatest impact on the most serious criminals and groups impacting on the UK. Ministers have agreed an additional £48m should be invested in improving capabilities to tackle the threat from illicit finance in 2019/20.

This investment is in addition to the £21 million over the next 18 months to strengthen law enforcement response to child sexual abuse and exploitation.

The NCA continues to go from strength to strength and has achieved some excellent operational results since its inception. In preparing to leave the European Union, the NCA has shown great resilience, by continuing work to strengthen our strategic engagement in Europe with EU partners. Leading and delivering this new strategy alongside preparing to leave the European Union, will no doubt be a challenge that the NCA is ready and capable to step up to and deliver.

Rt Hon Sajid Javid MP



STATEMENT BY THE DIRECTOR GENERAL

The National Crime Agency's mission to lead the UK's fight to cut serious and organised crime is critical to our national security. As highlighted by the Home Secretary, our officers, and the partners we work with, continue to deliver outstanding operational results ensuring the public are protected.

This Annual Plan sets out how we will develop the Agency and lead the whole system, harnessing the collective powers of law enforcement, government, the voluntary sector and industry to deliver the coordinated response we need to protect our communities and counter the escalating and rapidly evolving threat from Serious and Organised Crime (SOC).

In particular this year we will:

- Continue our work on developing the intelligence picture of SOC including identifying emerging trends and threats;
- Advance our relentless disruption against the highest harm serious and organised criminals including through disruption of their illicit finances;
- Lead, task, coordinate and support our operational activity at local, regional, national and international levels;

- Enhance our capabilities, human and technological, to reduce the threat from SOC, enabling their availability where and when needed for the benefit of all UK law enforcement.

A sustained funding model for the system as a whole is essential if we are to keep pace with the fast evolving nature of serious and organised crime, the scale and complexity highlighted by the Government's 2018 SOC Strategy. The Government's investment in our capacity to tackle illicit finance for 2019/20 is welcome but only a start. Our Capability Strategy work is aimed at identifying the gaps to ensure we develop a whole system response to SOC and we know from the work undertaken to date significant further investment will be required to ensure we can deliver on our combined ambition. The 2019 Spending Review provides us — the NCA and our partners — with a vital opportunity to continue to persuade Government

about transformational investment that is needed to enhance our ability to tackle SOC in all its forms.

We have an ambitious and transformative change programme for the Agency which will ensure that we have the right people, resources, equipment and skills to focus on tackling the most sophisticated offenders who cause the highest harm. I am proud to lead a growing organisation that values its people as its strongest asset. We will continue to invest in our people to enable them to deliver to the highest standards to protect the public.

Lynne Owens

SERIOUS AND ORGANISED CRIME THREATS TO THE UK

Serious and organised crime affects more UK citizens than any other national security threat and *leads to more deaths in the UK each year than all other national security threats combined.*

In this section, we set out some of the key judgements in the National Strategic Assessment (NSA) of Serious and Organised Crime in relation to the specific threats. We have also included some recent case studies to illustrate the scale and nature of the high harm offending where we are focusing our efforts.

The National Strategic Tasking and Coordination Group (NSTCG)

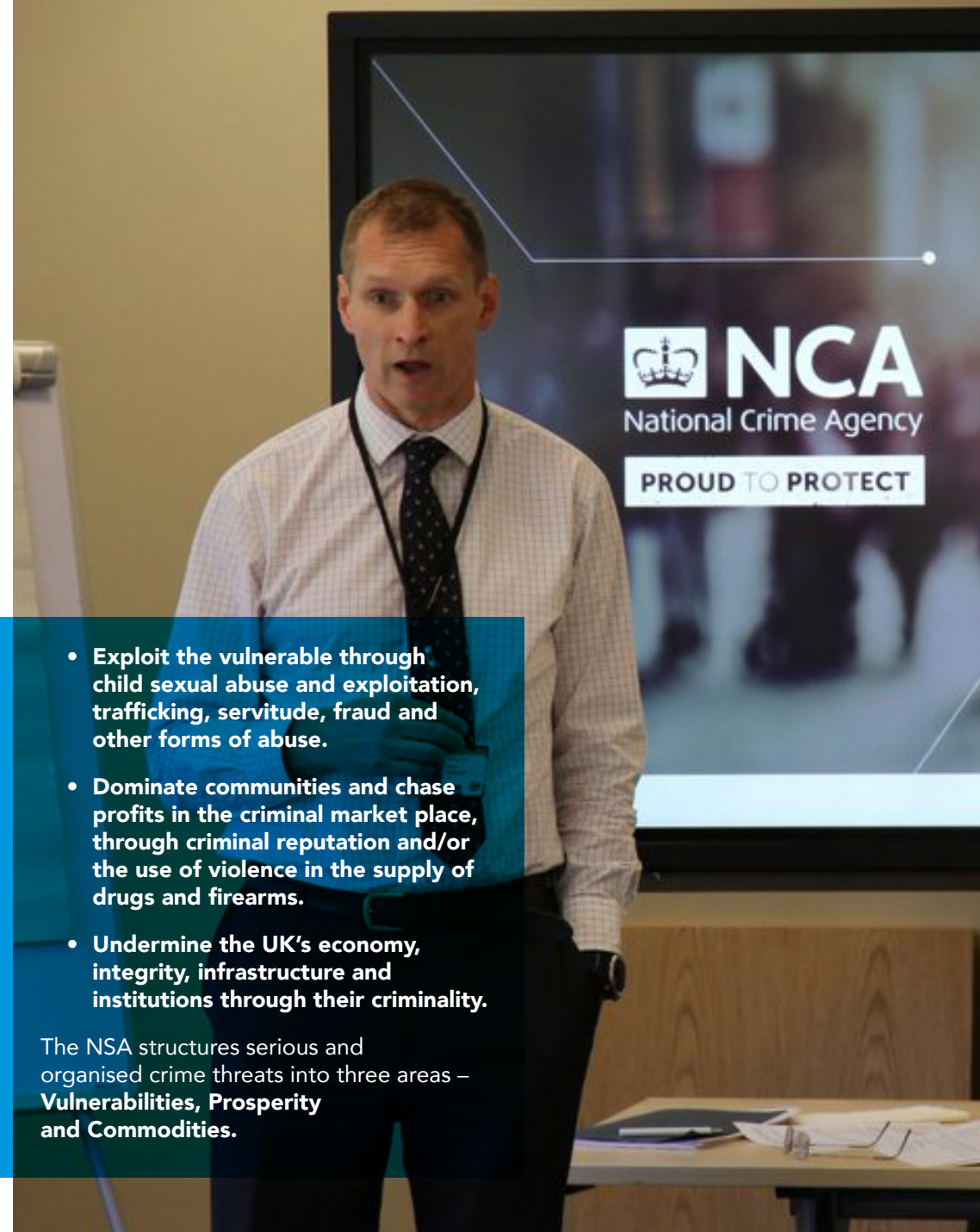
determined that based on the assessment of the threats in the NSA there should be a more holistic approach to setting national priorities for 2019-20.

The NSTCG agreed that the focus should be on the **identification and disruption of high harm or high impact criminals and organised crime groups:** diminishing their capability, infrastructure and influence. In particular, those who:

- **Exploit the vulnerable through child sexual abuse and exploitation, trafficking, servitude, fraud and other forms of abuse.**
- **Dominate communities and chase profits in the criminal market place, through criminal reputation and/or the use of violence in the supply of drugs and firearms.**
- **Undermine the UK's economy, integrity, infrastructure and institutions through their criminality.**

The NSA structures serious and organised crime threats into three areas – **Vulnerabilities, Prosperity and Commodities.**

A key member of one of Britain's worst ever paedophile gangs, which groomed a pregnant mother so they could attack her baby and film their abuse, was sentenced in December 2018 to 20 years' imprisonment.



VULNERABILITIES THREATS

CHILD SEXUAL ABUSE AND EXPLOITATION (CSAE)

- The threat remains constant – we estimate that around 80,000 people in the UK present some kind of sexual threat to children online.
- In 2017, industry made 82,109 UK referrals of child sexual abuse material. In 2018 this increased to 114,000.
- Whilst the primary motivation for CSAE is thought to be sexual gratification, there have been instances over the past year of individuals seeking to profit financially from CSAE.

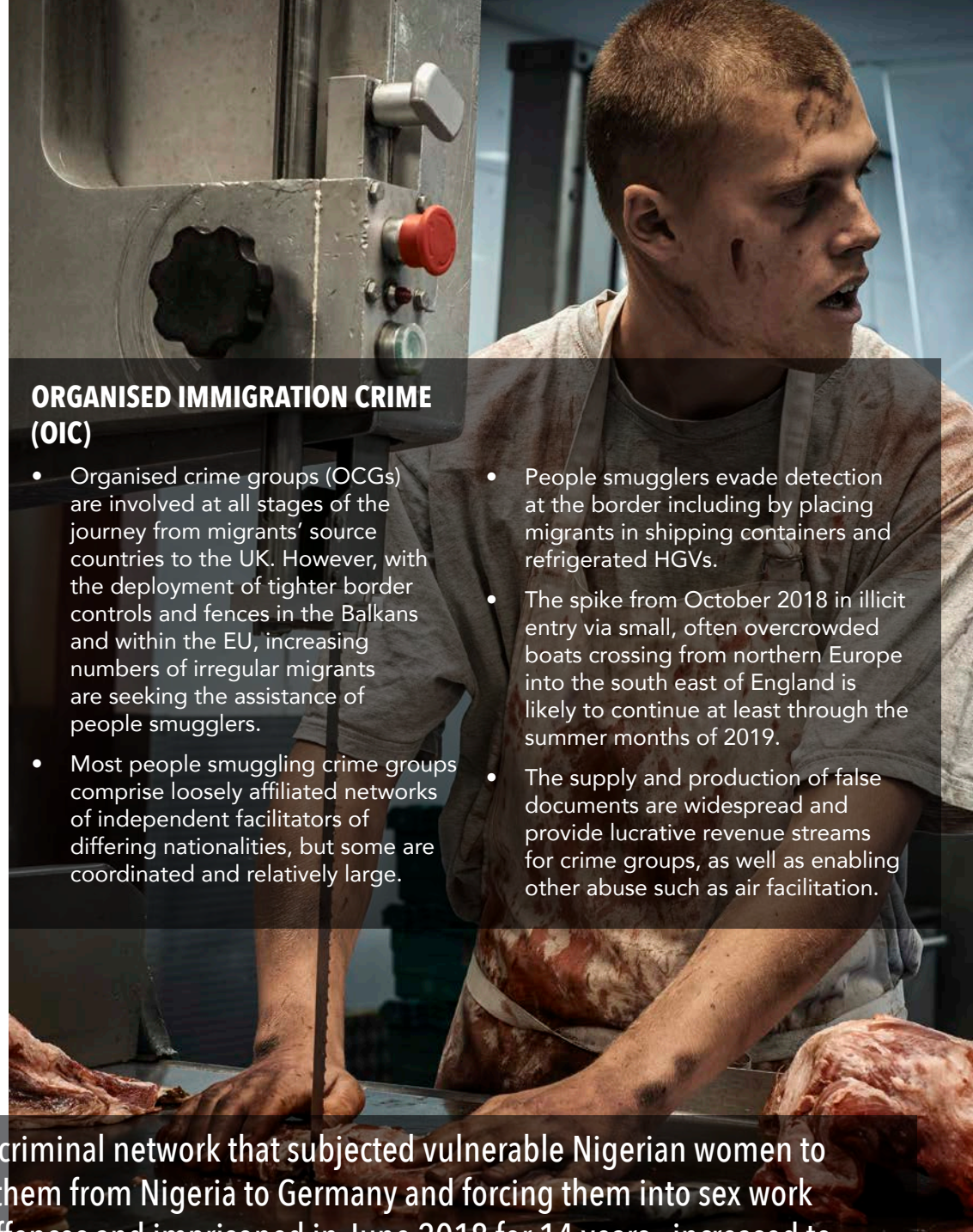
MODERN SLAVERY AND HUMAN TRAFFICKING (MSHT)

- In 2018 there were 6,993 referrals of potential victims of human trafficking to the National Referral Mechanism – this represents a 36% increase on the 2017 total.
- UK nationals were the highest referred nationality for the second year in a row, the majority of whom were minors at the time of referral.
- The number of minors referred increased by 48% compared with 2017.
- The majority of recruitment still takes place face to face, although offenders increasingly use online deception to attract or contact potential victims.
- Offenders target a wide range of vulnerabilities to recruit adults and children into exploitation.

ORGANISED IMMIGRATION CRIME (OIC)

- Organised crime groups (OCGs) are involved at all stages of the journey from migrants' source countries to the UK. However, with the deployment of tighter border controls and fences in the Balkans and within the EU, increasing numbers of irregular migrants are seeking the assistance of people smugglers.
- Most people smuggling crime groups comprise loosely affiliated networks of independent facilitators of differing nationalities, but some are coordinated and relatively large.
- People smugglers evade detection at the border including by placing migrants in shipping containers and refrigerated HGVs.
- The spike from October 2018 in illicit entry via small, often overcrowded boats crossing from northern Europe into the south east of England is likely to continue at least through the summer months of 2019.
- The supply and production of false documents are widespread and provide lucrative revenue streams for crime groups, as well as enabling other abuse such as air facilitation.

A British nurse who headed up a criminal network that subjected vulnerable Nigerian women to voodoo rituals before trafficking them from Nigeria to Germany and forcing them into sex work was convicted of sex trafficking offences and imprisoned in June 2018 for 14 years - increased to 18 years by the Court of Appeal.



PROSPERITY THREATS

CYBER CRIME

- Russian-language OCGs represent the biggest cyber crime threat to the UK.
- Malware crossovers appear to indicate that cyber criminals from different OCGs are working more closely together than previously thought.
- The tools and techniques used by the most competent OCGs can be as sophisticated as those used by nation-state actors.

MONEY LAUNDERING

- Some OCGs are using more complex methods to launder money, hamper law enforcement detection and reduce transparency.
- Cash and non-cash based money laundering methods are intrinsically linked.
- Cash generated by criminal activity is moved overseas or paid into the UK banking sector from where various methods are used to transfer and distance it from its origins.

FRAUD AND OTHER ECONOMIC CRIME

- Illicit finance is estimated to cost the UK economy at least £160 billion annually.
- There were 3.3 million fraud incidents reported in England and Wales in the year to June 2018 and a 32% increase in the financial loss reported between April and September 2018 compared with the previous year.
- It is estimated that 84% of fraud reported nationally is cyber-enabled - the use of cyber tools allows criminals to target the UK from almost anywhere in the world.

INTERNATIONAL BRIBERY, CORRUPTION AND SANCTIONS EVASION

- UK businesses operating in jurisdictions with poor anti-corruption controls are at risk of being corrupted, or actively corrupting in order to retain business advantage. Such instances negatively impact on the UK's international business reputation.
- During 2017/18, 122 reports of suspected financial sanctions breaches had a value of £1.35 billion.
- Sanctions contravention directly undermines the integrity of the UK as a financial centre and the UK's response to terrorism and human rights abuses.

A Cambridge Don who conned the government out of £2.3 million in a green-energy swindle was sentenced to four years in prison. He was caught with £100,000 in cash hidden in a chocolate box as he boarded a flight to Tehran from Heathrow airport.

COMMODITIES THREATS

FIREARMS

- The majority of firearms discharged in the UK have not been used previously, indicating a fluid supply.
- Firearms continue to be seized on importation, highlighting the sustained threat from overseas supply.

DRUGS

- There continues to be a high level of production of both heroin and cocaine in source countries.
- Purity of heroin and cocaine at UK street level is high and there is a resilient demand market for these drugs in the UK.
- Significant seizures of cocaine continue to be made at the UK border and in transit to the UK.
- Illicit drug supply has been identified as one of the factors linked to levels of serious violence, particularly in relation to competition for the control of drug supply markets.

COUNTY LINES¹

- It is estimated that there are in excess of 2,000 unique deal lines in the UK.
- County lines offenders remain highly adaptable, including in the recruitment and exploitation of vulnerable people.
- The majority of victims referred tend to be males in the age range 15-17 years, but it is likely there is underreporting in relation to exploited vulnerable adults.
- Knife crime is a significant feature of these markets. Many county line market towns report an increase in violent and weapons based crime.

In a case described by the trial judge as “a shocking breach of trust”, a corrupt UK border official received 23 years’ imprisonment in 2018 after plotting to smuggle ten handguns, ammunition, heroin and cocaine into the UK.

¹ County Lines is a term used when drug gangs from cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs.

HOME SECRETARY'S STRATEGIC PRIORITIES

The aim of the Government's Serious and Organised Crime Strategy (published November 2018) is to protect the citizens and prosperity of the UK by leaving no safe space for serious and organised criminals to operate against us, within the UK and overseas, online and offline. This has been supplemented by the Government's Serious Violence Strategy, which highlights the strong link between drugs and serious violence. In support of those aims, the Home Secretary has set the following Strategic Priorities for the National Crime Agency (NCA):

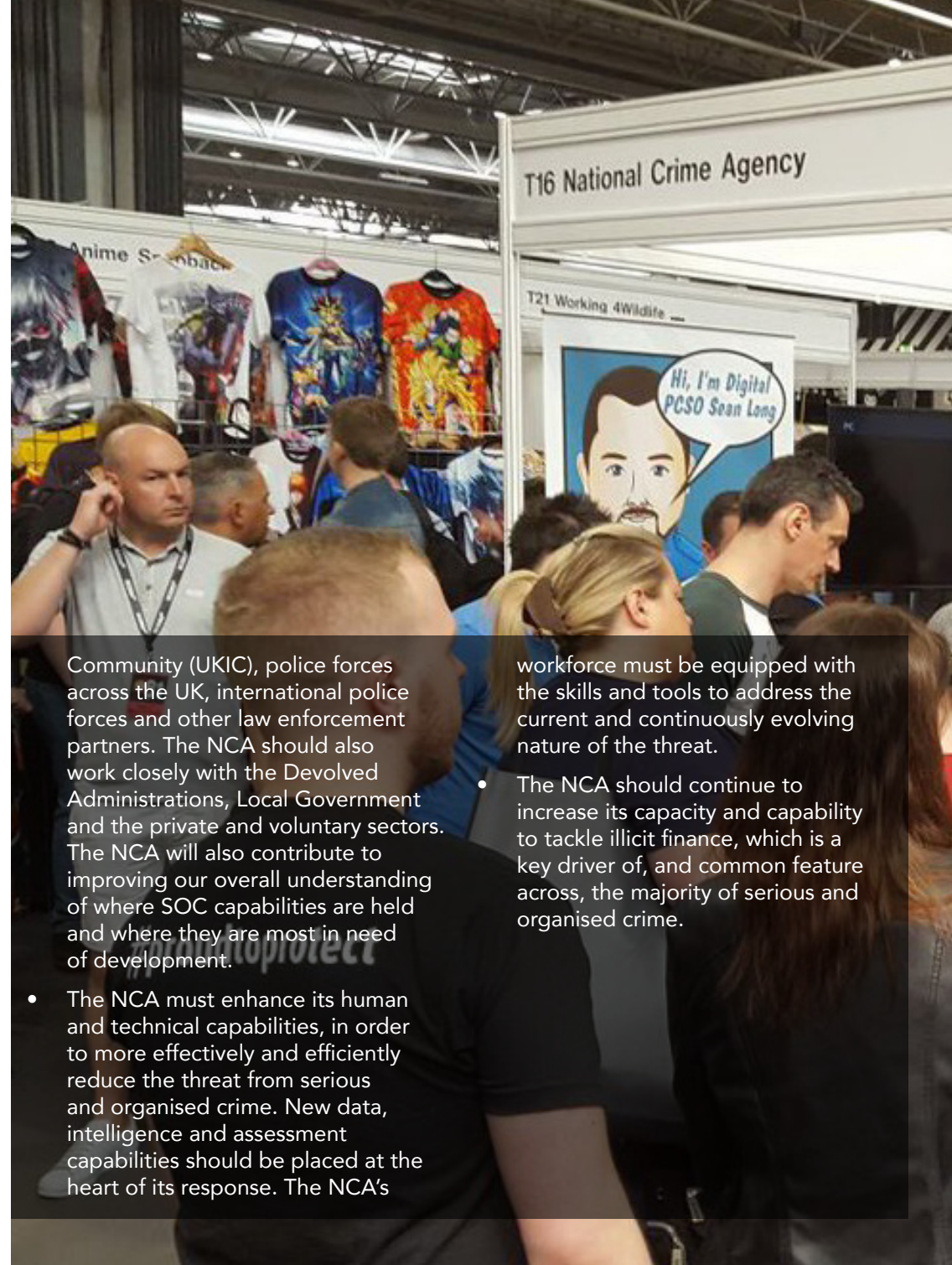
- The principal objective of the NCA should be relentless disruption and targeted action against the highest harm serious and organised criminals and networks, including through the disruption of profits in the criminal market place.
- Serious and organised criminals prey on and exploit the most vulnerable in our society through CSAE, trafficking, servitude, fraud and other forms of abuse. In the course of its investigations, the NCA must safeguard vulnerable individuals and individual and community victims of serious and organised crime, and work with partners to ensure that victims receive the most appropriate care.
- The NCA will produce and maintain the national threat picture for serious and organised crime affecting the UK and its interests, providing assessment and reporting of intelligence at both strategic and tactical levels. The NCA should work to improve the intelligence picture, including on emerging trends and threats.
- In support of the Serious and Organised Crime (SOC) strategy objective to establish a single, whole-system approach to SOC, the NCA will lead, support and co-ordinate operational activity across law enforcement, locally, regionally, nationally and internationally. It will work in close collaboration with the UK Intelligence

Community (UKIC), police forces across the UK, international police forces and other law enforcement partners. The NCA should also work closely with the Devolved Administrations, Local Government and the private and voluntary sectors. The NCA will also contribute to improving our overall understanding of where SOC capabilities are held and where they are most in need of development.

- The NCA must enhance its human and technical capabilities, in order to more effectively and efficiently reduce the threat from serious and organised crime. New data, intelligence and assessment capabilities should be placed at the heart of its response. The NCA's

workforce must be equipped with the skills and tools to address the current and continuously evolving nature of the threat.

- The NCA should continue to increase its capacity and capability to tackle illicit finance, which is a key driver of, and common feature across, the majority of serious and organised crime.



DIRECTOR GENERAL'S OPERATIONAL PRIORITIES

The Director General sets operational priorities for the Agency, which set out how the Agency will discharge its mission to lead the fight to cut serious and organised crime.

These are as follows:

- To enhance the intelligence picture of existing and emerging serious and organised crime threats to the UK, using the intelligence to drive, lead and support the UK's response to serious and organised crime.
- To operate proactively at the high end of high risk, undertaking significant investigations resulting in offenders being brought to justice through prosecution or, if that is not possible, disrupted through other means.
- To lead, task, coordinate and support operational activity, proactively sharing intelligence, assets and capabilities with partners at local, regional, national and international levels.
- To develop and deliver specialist serious and organised crime capabilities and services where this is best done nationally; enabling their availability where and when needed for the benefit of all UK law enforcement.
- To enhance Agency capability and credibility by ensuring that we equip our officers with the right skills, facilities and technology to lead the fight to cut serious and organised crime; and that we retain the trust and confidence of the public.

We explain on the following pages some of our activity in 2019/20 to deliver against these operational priorities.



DRIVING A WHOLE SYSTEM RESPONSE – OUR FOCUS FOR 2019-20

In this section, we have set out the principal themes for delivery this year.

- We will use the 2018 **Serious and Organised Crime (SOC) Strategy** and our national **Capability Strategy** work to align UK collective efforts at local, regional, national and international levels, to respond as a single system. We will deliver a **layered capability**, that identifies and maximises opportunities at all levels to tackle SOC to protect the public.
- One of our principal ambitions is to deliver a significant uplift in our ability to tackle illicit finance and other forms of SOC through the **National Economic Crime Centre (NECC)**, the **National Assessments Centre (NAC)** and the establishment of the **National Data Exploitation Capability (NDEC)**. We will access the full range of capabilities available to ensure the right tools are used by the right agencies at the right time.
- We will position ourselves to enter the next spending round, by contributing to the Home Office-led development and delivery with partners of a fully justified and evidenced submission to the **2019 Spending Review**, ensuring that we are able to gain sustained future funding and whole system reform to tackling SOC and protecting the public from its effects.
- We will implement a consistent approach to **Threat Leadership** within the Agency and across the wider SOC system. This will enhance our capacity to lead the national response to each SOC threat. Our focus will be on strategically shaping, influencing and leveraging partners across the UK to ensure the most effective response.
- By investing in new and emerging **cutting-edge technologies and capabilities** and a 'digital by default' position, we will ensure we have the right tools to effectively fight serious and organised criminals in a technically advancing world.
- We will deliver our **People Strategy and People Deal**, investing in our people; recruiting new officers to build capacity and capability; putting **inclusion, diversity and equality** at the heart of everything we do; improving our recruitment and promotion processes and career development pathways, developing a **talent strategy** to ensure that we continue to enhance and nurture the skills we need to fight SOC.
- By reviewing and redesigning our **Performance Systems and Processes** and establishing **Strategic Planning Assumptions** for the Agency, we will better understand our operating capability and impact, how we are delivering our national leadership and statutory responsibilities, and our organisational health.



OPERATIONAL PRIORITY 1

To enhance the intelligence picture of existing and emerging serious and organised crime threats to the UK, using the intelligence to drive, lead and support the UK's response to serious and organised crime.

In 2019/20 we will continue to focus our efforts on the quality and quantity of intelligence we collect, ensuring a two-way flow between us and our partners, using it to drive operational activity. In particular we will:

- Generate and articulate the **national authoritative assessment** of the serious and organised crime threats, through the National Assessments Centre, informing decisions by Government, domestic and international partners.
- Design and implement a **new NCA Intelligence Operating Model** to ensure that operational and strategic decision making is driven through the most complete and timely assessment of intelligence possible.
- Increase the **quantity and quality of intelligence** available to exploit through the development of new and enhanced collection capabilities.
- Maximise the delivery of our international activity as a **recognised national capability**, which supports wider UK security and law enforcement objectives, including through making the best use of external funding.
- Analyse, assess, prioritise and exploit intelligence from multiple sources and through the National Targeting Centre, to **drive better target identification** and opportunities for disruption.
- Lead the development of a **national tasking system** that mobilises operational capabilities at a local, regional and national level. This will result in operations delivering results at pace and ensure a coherent national approach to the most pressing SOC threats impacting upon our communities.
- Deliver an **enhanced Control Centre function** which will bring together live-time intelligence and data to support the management of operations against the most high harm individuals and groups engaged in SOC.
- Drive the **delivery of strategic intelligence requirements** in particular in relation to the firearms threat.

In order to enhance our capacity to collect and exploit data we will also:

- Place the NCA at the **forefront of data exploitation** through the development, in consultation with other UK agencies, of the National Data Exploitation Capability.
- Develop the design and delivery of **integrated communications intelligence capabilities**, along with UK and international law enforcement partners, to close intelligence collection gaps against the most significant and sophisticated offenders.
- Create an **NCA Gateway** as a single entry point for all information and intelligence, providing a receipt, triage and assessment service to internal and external customers with the authority to de-conflict, enhance and disseminate for tasking of intelligence development.

```
elif_operation == "MIRROR_1":
    mirror_mod.use_x = False
    mirror_mod.use_y = True
    mirror_mod.use_z = False
elif_operation == "MIRROR_2":
    mirror_mod.use_x = False
    mirror_mod.use_y = False
    mirror_mod.use_z = True
```

```
#selection at the end add back int
mirror_ob.select= 1
modifier_ob.select= 1
bpy.context.scene.objects.active = mirror_ob
print("Selected" + str(modifier_ob))
```

OPERATIONAL PRIORITIES 2 AND 3

To operate proactively at the high end of high risk, undertaking significant investigations resulting in offenders being brought to justice through prosecution or, if that is not possible, disrupted other means.

To lead, task, coordinate and support operational activity, proactively sharing intelligence, assets and capabilities with partners at local, regional, national and international levels.

In 2019/20 we will maintain our pursuit of those who cause the most harm to the public and increase our ability to respond to the high priority threats. In particular we will:

- Proactively **target and dismantle the highest harm serious and organised crime networks** and pursue the most sophisticated, determined and prolific individuals affecting the UK.
- Pilot the design of new **Integrated Operations Teams (IOT)** to better integrate the skills of investigators, intelligence professionals and specialist capabilities to deliver across operational teams. IOTs will operate at pace; delivering outcomes that both bring offenders to justice and prevent further harm to communities.
- Work tirelessly to dismantle the criminal markets that drive **serious violence** in our communities. We will do this by focusing operational activity on SOC offending that relies upon

violence to enforce market share, to exploit the vulnerable and to protect illicit finance.

- Continue to work closely with Counter Terrorism Policing to develop shared specialist capabilities. We will focus operational activity on areas where there is overlap between the threats, such as the availability of firearms and illicit finance.
- Work with our industry partners to **target preventable offending** by those who present a risk to children and vulnerable adults online: including through making the case for investment in technology capable of preventing known child sexual abuse and exploitation (CSAE) images from being uploaded and downloaded; and by raising standards on adult services' websites to stop victims of sex trafficking being advertised online.
- **Significantly increase our response to CSAE** by building on our current

understanding of the scale and nature of the threat; driving up our operational response; targeting offender behaviour and identifying pathways to offending.

- Drive the **cross-cutting county lines response under the Serious Violence Strategy**, ensuring this is prioritised at force level, identifying and targeting criminal networks who run county lines through the exploitation of vulnerable children and adults.
- Through the jointly-led **National County Lines Coordination Centre**, improve the understanding of the threat from county lines nationally; prioritise and co-ordinate action against the most significant perpetrators; support the safeguarding of vulnerable children and adults exploited by county lines offenders; deploy capabilities to assist front line officers dealing with county lines crime; and develop partnerships

with non-law enforcement organisations in order to enhance the wider national response.

- Work in close partnership with the Crown Prosecution Service and other prosecuting authorities to develop the highest quality prosecution cases; making innovative use of new legislation and available powers to restrict offending and to deny access to criminally gained assets. We will make greater use of new and established **Lifetime Offender Management** judicial orders to prevent further offending.
- Increase our impact on serious and organised crime affecting both **Scotland** and **Northern Ireland** including through the Organised Crime Partnership and the Paramilitary Crime Task Force respectively.



OPERATIONAL PRIORITIES 2 AND 3

In order to enhance our national leadership role, ensure the right response by the right agency at local, regional, national and international levels, and align our collective efforts to respond as a single system, we will:

- Establish a consistent **threat leadership approach** across the Agency and the wider system; by shaping, influencing and leveraging partners' responses across the UK.
- Develop new relationships with private sector border agencies - carriers, freight, port authorities - to develop intelligence opportunities **to 'design out' vulnerabilities** exploited by organised crime groups involved in serious and organised crime at the border, providing investigative benefits to law enforcement.
- Be agile and responsive in exploiting current, and developing new, opportunities to tackle and mitigate serious and organised crime threats as

a result of **major changes at the UK border**, following the UK's departure from the European Union.

- Lead the UK response to effectively tackle the organised immigration crime (OIC) and modern slavery and human trafficking (MSHT) threats, focusing on **attacking the criminals' business model**, targeting key enablers such as illicit finance and social media, and working with law enforcement and industry partners in the UK and internationally, taking a '4Ps²' approach to reducing the enabling environment that allows criminals to thrive.
- Grow and embed a **single UK response to cyber crime** at local, regional and national levels.
- Deliver, with law enforcement partners and the National Cyber Security Centre, a comprehensive, joined up **UK response to critical cyber incidents**.

² Pursue, Prevent, Protect, Prepare

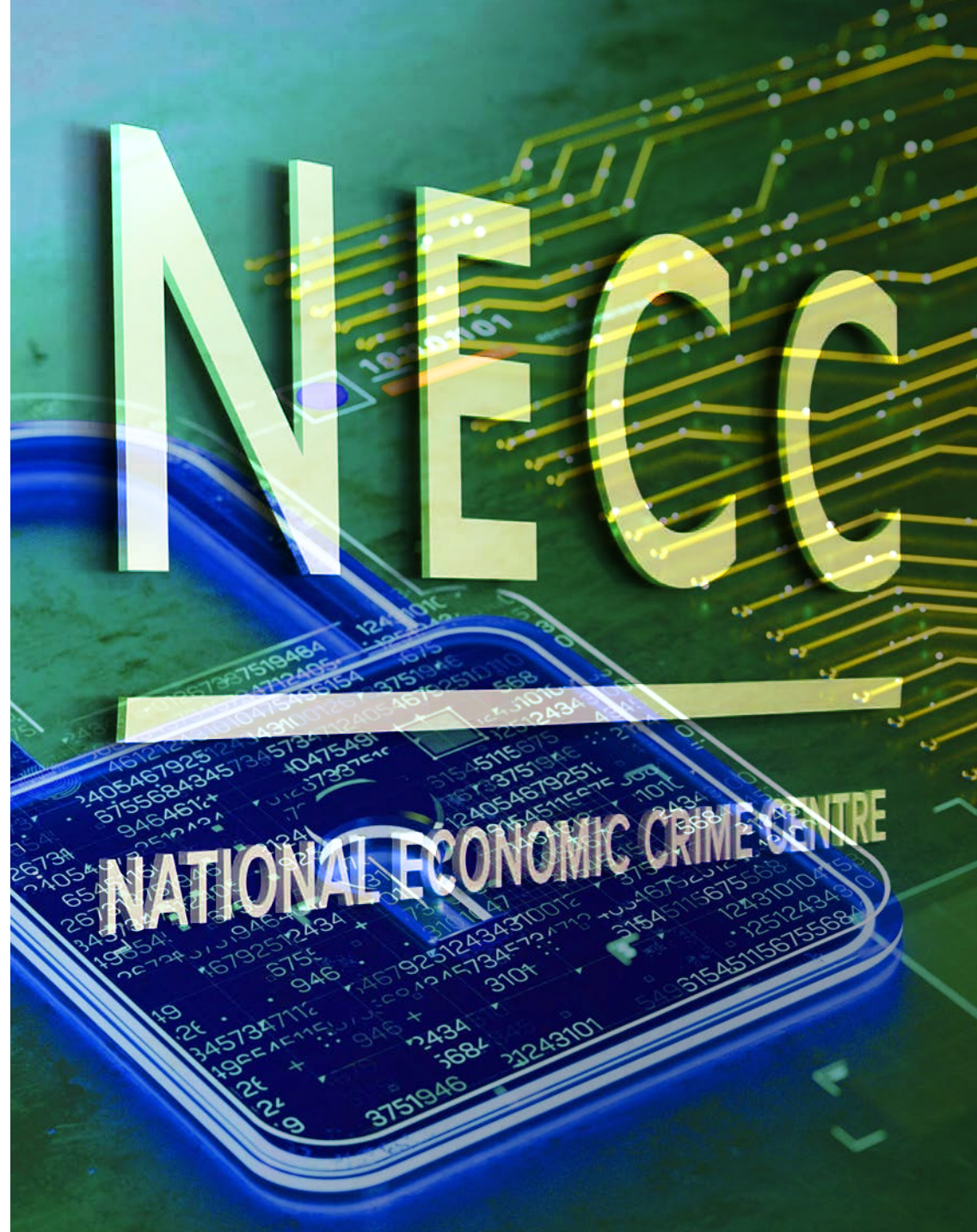


NATIONAL ECONOMIC CRIME CENTRE

Established in October 2018, the National Economic Crime Centre (NECC) brings together law enforcement agencies, government departments, regulatory bodies and the private sector with a shared objective of driving down serious organised economic crime in the UK.

In 2019/20, the NECC will:

- Deliver a **step change** in the UK's response to, and impact on, economic crime, working together to protect the public, prosperity and the UK's reputation.
- Work on **new and innovative methods to tackle economic crime**; not just by responding to criminal attacks on the system but understanding how the public and businesses can be better protected and crime better prevented.
- Jointly **identify and prioritise the most appropriate type of investigations** – whether criminal, civil or regulatory to ensure maximum impact.
- Seek to **maximise new powers**, for example Unexplained Wealth Orders and Account Freezing Orders, across all agencies to tackle illicit finance across all threat types.
- Ensure that criminals defrauding British citizens, attacking UK industry and abusing UK financial services are **effectively pursued**; that the UK's industries and government agencies know how to prevent economic crime; and that the UK's citizens are better protected.
- Ensure that **'professional enablers' are actively identified and pursued**, reducing the ability of criminals to abuse and exploit the UK financial system and related sector.



OPERATIONAL PRIORITY 4

To develop and deliver specialist serious and organised crime capabilities and services where this is best done nationally; enabling their availability where and when needed for the benefit of all UK law enforcement.

In 2019/20 we will continue to:

- Enhance the UK response to **illicit finance**, including economic crime and wealth linked to corrupt elites, through the NECC, and by leading - across the whole SOC system - an uplift in investigative capability.
- Build and maintain **specialist capabilities and functions**, such as the UK Protected Persons Service, for the whole of UK law enforcement, where these are best delivered nationally; and maximise the benefit of transferring non-core functions - such as the management of the National Referral Mechanism - to others.
- Improve **governance, tasking and coordination** to ensure our response brings all our levers and tools to bear effectively against the highest-harm SOC criminals and networks as required in the 2018 Serious and Organised Crime Strategy.

We will also:

- Lead the development, with the Home Office, policing and partners - of the **Serious and Organised Crime Capability Strategy** – a key enabler to deliver the Government's commitment to a whole system response to SOC.
- Deliver, with partners through our **Joint Operations Team**, a significant uplift in our response to the highest harm offenders who present the greatest sexual risk to children, in particular those who operate through the Dark Web.
- Respond to the **Financial Action Task Force** inspection recommendations and support the Home Office suspicious activity reports programme by leading the development of the user requirement and as the senior supplier.

- Focus on measuring **how we are performing** as an Agency, including our visibility and public and partner confidence in and knowledge of the Agency; the delivery of our national leadership and statutory responsibilities; and the impact we have - and which we enable others to have - on serious and organised crime.

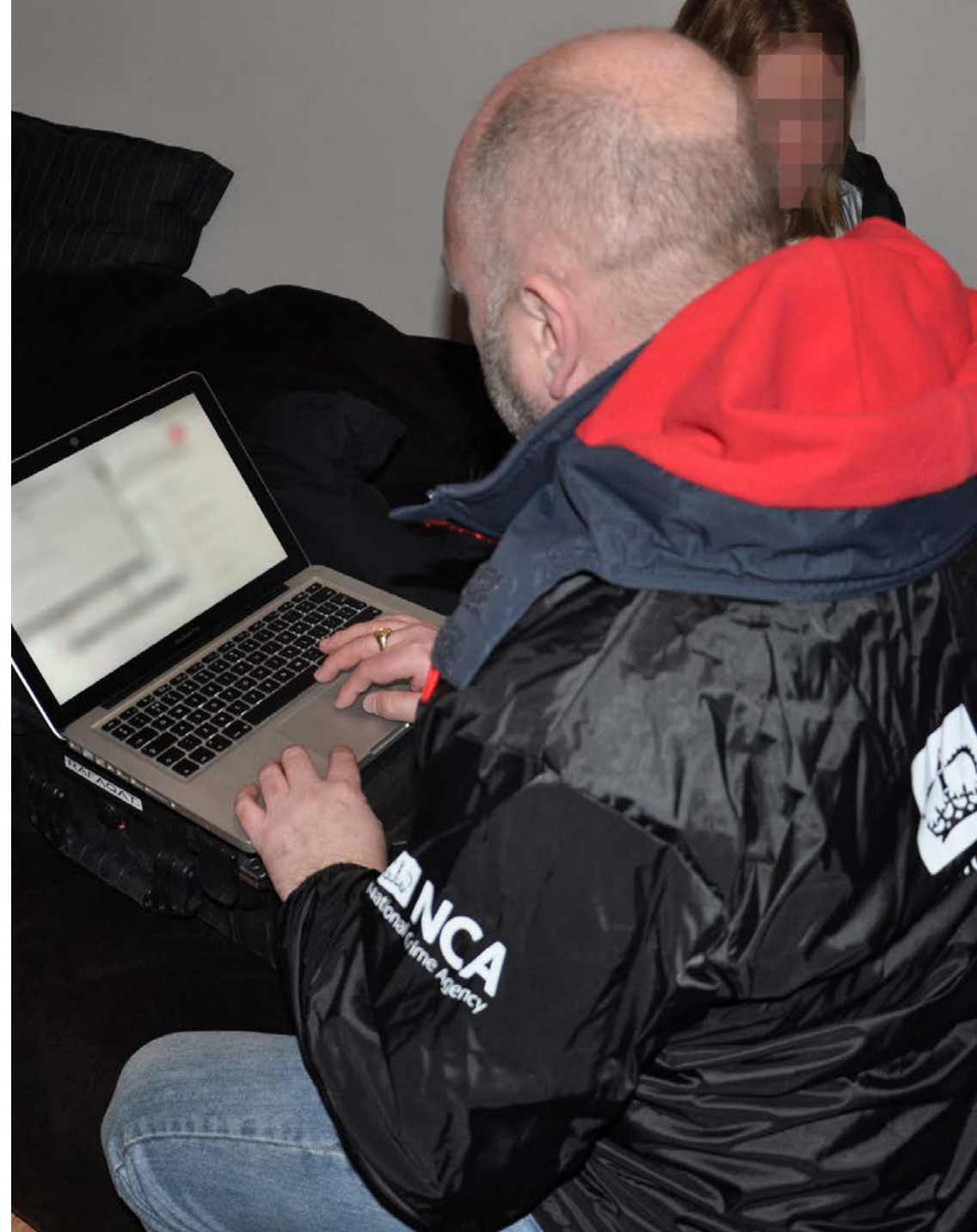


OPERATIONAL PRIORITY 5

To enhance Agency capability and credibility by ensuring that we equip our officers with the right skills, facilities and technology to lead the fight to cut serious and organised crime; and that we retain the trust and confidence of the public.

In 2019/20 we will continue to focus our efforts on the quality and quantity of intelligence we collect, using it to drive our operational activity. In particular we will:

- Put **inclusion, diversity and equality** at the very heart of all that we do so that we can make better, informed decisions, challenge unconscious and conscious bias, and provide environments where our officers can be authentic.
- **Invest in our people** by recruiting the best, providing our staff with the learning, development and career pathways they need and building pride in what it means to be an NCA officer.
- Deliver further **non-pay affordability measures and efficiencies** to free up funding and resource and continue to reallocate establishment to highest priority activity.
- Maximise the **effect and benefit of our technology** – enable operational effectiveness by investing in modern technical capabilities which: remove technology obsolescence; capitalise on commercial products; support mobile working; leverage off national programmes; provide a step change in capabilities; increase our cyber security effectiveness; and reduce cost.
- Continue to reduce our estate footprint - **consolidating our capabilities** in fewer, larger sites; drawing together our niche and specialist capabilities in a fixed number of locations; establishing key hubs nationally; and providing sites and facilities that enable effective, resilient and flexible ways of working.
- Deliver increasingly **focused and targeted proactive communications**, including through bespoke campaigns to raise public awareness of serious and organised crime and enhance public trust and confidence in the Agency.
- Enhance scrutiny of the **ethical, moral and public confidence** aspects of our activity through regular consideration of specific issues by our Independent Reference Group.



SCOTLAND AND NORTHERN IRELAND

Policing and criminal justice are devolved matters in Scotland and Northern Ireland. As a UK-wide organisation, we ensure that our activity within those jurisdictions takes full account of their specific and differing legislative, operational and political requirements. We respect the primacy of their respective police forces, while maximising our ability to operate with them and others to tackle serious and organised crime as it impacts in those jurisdictions as on the UK as a whole. Our activity will reflect the specific challenges that they each face and our determination to tackle them in collaboration with our partners. We will maintain a positive working relationship and communication with the Scottish Government, the Department of Justice in Northern Ireland, and other parties in the Devolved Administrations.

SCOTLAND

- The delivery of the NCA's functions in Scotland is governed by memoranda of understanding with Scottish Ministers and with the Lord Advocate's Office. The Director General designates appropriately trained and qualified NCA officers with the powers of a Scottish constable. We are able to conduct our own operations in Scotland with the consent of the Lord Advocate. In addition, the full range of our national capabilities, services and functions is available to Police Scotland and other Scottish law enforcement partners, in order to support and enhance their operational activity.
- We will continue our collaboration with Police Scotland, in particular through the Organised Crime

Partnership (OCP), which was formed in September 2018. We will work to make the OCP greater than the sum of its parts, bringing to bear the weight of joint law enforcement activity on serious and organised crime as it impacts on Scotland and its communities.

- We will work with partners across all sectors in Scotland, contributing to the objectives of Scotland's Serious Organised Crime Strategy. We will actively and positively contribute to the work of the Scottish Serious Organised Crime Taskforce and the production of the Scottish Multi-Agency Strategic Threat Assessment. The Director General (Operations) will continue to operate as the strategic lead between the NCA and stakeholders across Scotland.

NORTHERN IRELAND

- The delivery of the NCA's functions in Northern Ireland is governed by memoranda of understanding with the Northern Ireland Policing Board (NIPB) and the Police Service of Northern Ireland (PSNI). A general authorisation agreement with the Department of Justice is also in place. As in Scotland, the Director General will designate appropriately trained and qualified NCA officers with the powers of a Northern Ireland constable.
- We will continue our full engagement with the Organised Crime Task Force Stakeholder Group, Strategy Group and subgroups. We will contribute to the Northern Ireland Organised Crime Strategy and work in partnership with the PSNI and other law enforcement agencies towards achieving these objectives, recognising the specific legislation and regulations in place. The Director General (Operations) will continue to operate as the strategic lead between the NCA and stakeholders across Northern Ireland.
- We will continue our role in the Paramilitary Crime Taskforce, launched in September 2017, which has already had an impact on the criminality linked to paramilitary groups.
- As an agency, we respect the importance of community oversight and monitoring in Northern Ireland and will ensure that all our activities take full account of the operating environment and specific accountability arrangements that apply. We have strict internal requirements regarding the understanding of, and adherence to, the PSNI Code of Ethics. Any NCA officer carrying out any function in Northern Ireland must undertake training on the Code of Ethics and pass the assessment.
- In setting out how we will exercise our functions in Northern Ireland for the year ahead, we will have regard to the Annual Northern Ireland Policing Plan, consulting, as necessary, with the Chief Constable PSNI, to support PSNI's reporting and accountability responsibilities. The Director General of the NCA values the opportunity, and will seek to attend both public and private meetings of the NIPB on a biannual basis. In the exceptional event that her attendance is not possible, a suitable senior representative will attend in her place.

PARTNERSHIP

Tackling the breadth of serious and organised crime is beyond the capacity and capabilities of any one body. We know that agencies cannot act in isolation to protect the public, and nor can any one agency hold all the tools required. At a time when there are limited resources and competing demands on law enforcement, a collaborative whole-system approach with partners across law enforcement, the public, private and third sectors in the UK and internationally - with clearly defined roles and responsibilities - is the only way we can maximise our impact on serious and organised crime.

Our partners include, but are not limited to:

- law enforcement and criminal justice bodies - including UK police forces, HMRC, Border Force, Immigration Enforcement, the Crown Prosecution Service, the Crown Office and Procurator Fiscal Service in Scotland, the Public Prosecution Service for Northern Ireland and the Serious Fraud Office;
- overseas law enforcement agencies and organisations such as Europol and Interpol;
- the private and third sectors – including charities, NGOs, banks, and other financial institutions, communication service providers and technology companies;
- regulatory bodies such the Financial Conduct Authority and Solicitors' Regulation Authority; and
- professional bodies including the British Banking Association, the Law Society and the Chartered Institute of Public Finance and Accountancy.
- the National Police Chiefs' Council and the Association of Police and Crime Commissioners;
- UK Intelligence Community, including the National Cyber Security Centre;
- government - including the Home Office, Foreign and Commonwealth Office, the Cabinet Office, HM Treasury and the Department for International Development;

EXIT FROM THE EU

The uncertainty and significant impact that the UK's departure from the EU will have on the Agency and our relationship with European police partners have meant that we have continued to plan in full for all possible outcomes. It is vital that we are able to continue to operate from the date of departure onwards, both in NCA-led work and in the provision of non-EU contingency tools to wider law enforcement partners. We have worked to strengthen our strategic engagement in Europe with EU partners, and we will continue to do so, in order that we effectively mitigate any change to the UK's strategic access and influence on departure from the EU.



PERFORMANCE

The Director General is appointed by, and directly accountable to, the Home Secretary and, through the Home Secretary, to Parliament. The Home Secretary holds the Director General to account for the effective discharge of the NCA's functions. This is achieved through a variety of routes, including a weekly letter on operational activity and a quarterly performance submission. We also report on National SOC performance, in addition to that of the Agency, in response to the SOC Strategy and the National SOC Performance Framework.

Agency performance is measured against the six goals in the Five-Year Strategy:

Intelligence

1. We have an enhanced intelligence picture of the serious and organised crime threats to the UK, and we use it to flex law enforcement's collective resources against the changing threats.

Response

2. We operate proactively at the high end of high risk, undertaking investigations which result in offenders being brought to justice through prosecution or, if that is not possible, being disrupted using other means.
3. We lead, task, coordinate and support activity against the most serious SOC groups and individuals.

Capabilities

4. We have developed, deployed and maintained specialist capabilities and services that are best delivered nationally.

Enablers

5. We equip our officers with the right skills, workplaces and technology to lead the UK's response to serious and organised crime.
6. We have the trust and confidence of the public.

During 2019/20 the NCA will invest in developing a revised performance framework that will ensure consistent accountability across the organisation. Quantitative and qualitative assessments of activity and outcomes will be embedded through a series of performance forums that will engage all staff in developing operational and organisational improvements.

In addition, the NCA is subject to scrutiny by Parliament, the Scottish Parliament, the Northern Ireland Assembly and the Northern Ireland Policing Board. The bodies which have a statutory role to inspect, scrutinise or regulate the functions or activities of the NCA include, but are not limited to: HM Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS); the National Audit Office; the Investigatory Powers Commissioner; the Information Commissioner; and the Independent Office for Police Conduct. Also the Police Investigations and Review Commissioner for Scotland and the Police Ombudsman and Criminal Justice Inspector in Northern Ireland.



RESOURCES

We have committed to significant non-pay savings through the period of our three-year business plan to relieve pressure on the budget and allow us to increase our core establishment to around 4500 FTE. For 2019-20, we have set budgets and commissioned affordability measures to reduce non-pay spending to ensure that we have a balanced, affordable and sustainable budget.

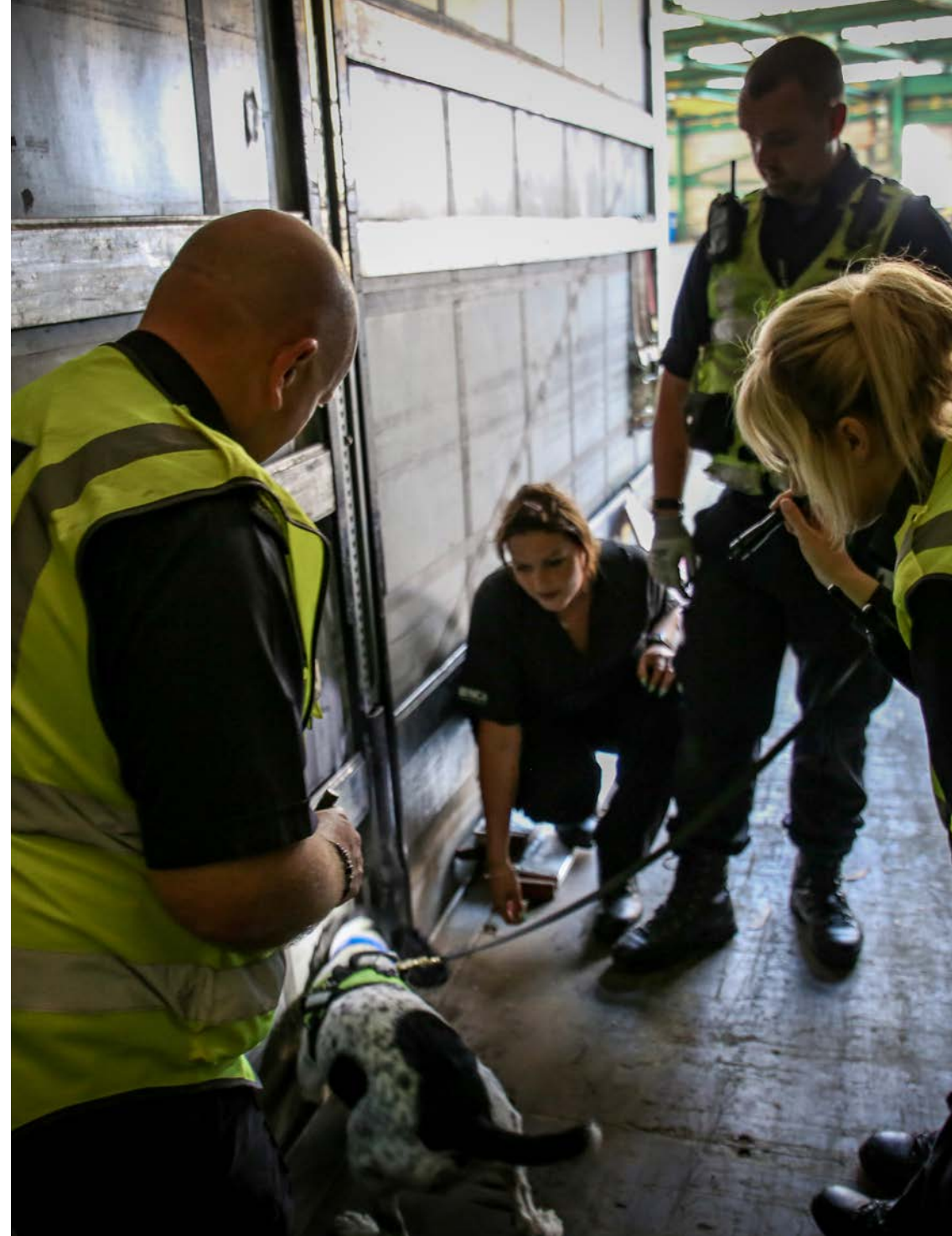
We secure our funding directly through our Supply Estimate, voted by Parliament. The figures in the table are in accordance with budget controls agreed with Home Office officials and HM Treasury and reflect NCA Board-approved budgetary targets. As a non-ministerial department, we require parliamentary approval of our VOTE funding for 2019/20. The figures cover the costs of the full range of NCA activities over the coming year, excluding income and funding received from other sources.

In addition to our VOTE funding, we will receive additional monies from other sources. These include, but are not limited to: £42m to build bespoke capabilities to tackle Illicit Finance - the NAC, NECC and NDEC and an increase to our intelligence and investigatory capacity; and an increase in funding to enhance our ability to tackle CSAE.

INDICATIVE NCA BUDGET 2019-20	£M
Resource ³ DEL	478.0
<i>of which: Administration</i>	30.95
<i>Programme</i>	447.05
<i>of which: depreciation</i>	52.5
Capital DEL	50.0
Total DEL (excluding depreciation)	475.5

Until the final settlement is agreed with the Home Office, the figures reported are indicative.

³ The RDEL has been increased from last year as a result of additional core funding for the UK Protected Persons Service, the Illicit Finance uplift and extra money to offset increased employer pension contribution cost pressures.



STATUTORY BASIS

The NCA is a non-ministerial department, which means that it operates as a Government Department in its own right but does not have its own dedicated minister. Instead it is headed by the Director General, who is accountable to the Home Secretary as sponsoring minister, and through the Home Secretary to Parliament.

The Director General has independent operational command of NCA activities. The roles and responsibilities of the Home Secretary, Foreign Secretary – relating to international activity, and wider Government are set out in more detail in the Framework Document for the NCA and the Accountability Letter, which can be found at www.nationalcrimeagency.gov.uk.

To ensure that the NCA is open and transparent, the Director General has a statutory duty to make arrangements for publishing information, and to publish such information about the exercise of the NCA's functions and other matters relating to the Agency. The NCA is subject to inspection by statutory bodies in England and Wales and those in the Devolved Administrations.

The NCA Director General is responsible for the appointment, direction of, and designation of powers to its officers. As Accounting Officer, the NCA Director General is responsible for the NCA's expenditure and accounting arrangements. The Director General chairs the NCA Board, which includes non-executive members. The Board's responsibilities include providing strategic oversight and performance monitoring. Further information can be found at www.nationalcrimeagency.gov.uk.





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