



NATIONAL CRIME AGENCY

**Annual Submission to the National Crime Agency
Remuneration Review Body**

Joint Submission with the Home Office

April 2021

Summary

Pay Reform is a crucial part of the delivery of our strategy. Our ambition remains to build on the previous three years of our pay framework, to be able to benchmark our Officers pay with our comparator markets, so that we can attract and retain the skills we need to lead the fight against Serious and Organised Crime.

As the Review Body will know, the Chancellor of the Exchequer announced on 25 November 2020 that pay rises in the public sector will be restrained and targeted in 2021/22 at the Spending Review. This pause was instituted as a result of the impacts of the Covid-19 pandemic on society and the economy. This means a full year of Pay Reform is not achievable in 21/22.

The NCA worked on a number of proposals that can be implemented in future pay rounds from 2022/23 onwards.

This year we are able to:

- Support progression of existing officers through the capability-based pay framework [our spot-rates].
- Apply a £250 award for officers earning less than £24,000 full-time equivalent.
- Continue to apply our non-consolidated pay pot to target key areas of challenge on recruitment and retention.

Whilst the Agency cannot implement new initiatives this year, we will continue to build our future pay strategy for our Officers, and will plan to implement these in 2022/23 onwards.

Chapter One

Organisational Strategy

This chapter sets out:

- The NCA's mission, cross-cutting organisational priorities, and the organisation's structure to deliver the same;
- How the NCA is leading the fight to cut Serious and Organised Crime;
- How the Agency is evolving to meet the changing nature of Serious and Organised Crime; and
- Our high-level financial position with specific respect to our pay proposals for 2021/22.

1. Serious and Organised Crime (SOC) brings excessive harm to a significant number of UK citizens, more so than any other national security threat, on a daily basis. The manifestations of SOC are multifaceted and include child sexual abuse, human trafficking, slavery, money laundering, fraud, cybercrime, corruption and the smuggling of drugs and firearms into the UK. All of these have devastating human consequences, as criminals seek to exploit, abuse and defraud citizens in new ways.
2. We continue to develop our understanding of the SOC threat as we produce the National Strategic Assessment, the single authoritative picture of the threat to the UK from SOC. More so than ever before, the threat continues to increase in volume, complexity and impact as offenders become more flexible, innovative and callous. The uncertainty caused by the COVID-19 pandemic has shown that organised criminal groups acting across various crime types continue to be resilient to disruption, exploiting any opportunity they can in search of criminal profit. We are also seeing a strong thread from the international to the local, as activity coordinated overseas directly impacts the safety of UK citizens and the integrity of the state. Some forms of SOC, including cybercrime, are closely linked to hostile states seeking to destabilise the country. The financial cost of SOC to the UK economy, at least £37 billion every year, does not alone capture the harm caused to those affected.
3. Ultimately, SOC undermines the legitimacy, authority and democratic sovereignty of the state and its institutions, and is already a fundamental threat to the country's national security. As an Agency with a UK-wide presence and set of responsibilities, in addition to a broad international network of Officers, the NCA has a significant contribution to make in delivering the outcomes for the UK and its citizens. We have a major part to play in securing the homeland; our national security begins with the safety and security of our neighbourhoods. We operate proactively at the high end of high risk, undertaking investigations which result in offenders being brought to justice through prosecution or being disrupted through other means.

4. The NCA makes considerable efforts to understand the impact it has and in 2020 (Jan-Dec) we delivered:
 - 2387 disruptions against offenders operating at the highest end of high risk; including 1,129 nominals arrested in the UK with 517 of these charged to date.
 - System leadership by providing direction & support on 1808 disruptions with our partners in the UK and abroad.
5. These disruptions encompass the range of operational outcomes available to us; from criminal justice, civil & immigration prosecutions through to resilience building initiatives (such as shutting down online criminal marketplaces & ransomware platforms) to make the UK and its institutions an increasingly challenging environment for organised criminals to operate in. Our disruptive impact is also felt across the whole spectrum of SOC, for example, in 2020:
 - We targeted the flows of harmful criminal commodities by seizing or directly contributing to the seizure of 464 firearms, 107 tonnes of cocaine, 6 tonnes of heroin and 5 tonnes cannabis.
 - We tackled illicit finances by seizing in excess of £22 million of criminally gained assets, directing the seizure of £57m through Operation VENETIC, obtaining multiple multi-million pound restraints on bank accounts used for criminal purposes and by the successful application of an Unexplained Wealth Order (see operational example 5 below).
 - We relentlessly pursued those who prey on the vulnerability of others disrupting over 365 individuals linked to child sexual abuse (CSA), arresting 266 suspects and safeguarding 268 children through our project targeting the highest harm online CSA offenders (see operational example 1 below).
6. To achieve its mission, the NCA remains committed to:
 - Enhancing the intelligence picture of existing and emerging SOC threats to the UK, and using the intelligence to drive, lead and support the UK's response to SOC.
 - Operating proactively at the high end of high risk, undertaking significant investigations to bring offenders to justice through prosecution or, if that is not possible, to disrupt them through other means.
 - Leading, tasking, coordinating and supporting operational activity to tackle SOC throughout law enforcement, proactively sharing intelligence, assets and capabilities with partners at local, regional, national and international levels.
 - Developing and delivering specialist capabilities and services to tackle SOC where this is best done nationally; ensuring they are available where and when needed for the benefit of the UK.

7. Tackling the breadth of SOC is beyond the capacity and capabilities of any one body and requires a national response. The Government has committed to strengthening the NCA, to enable it to deliver on its mission to lead the UK's fight to cut serious and organised crime (SOC). It is critical for a strengthened NCA that there is the right capacity and capability in the SOC system, at the right level. In the context of the recent Spending Review, officials are also considering the implications of the Integrated Review which included the Government's priorities for tackling SOC in response to the conclusions of Sir Craig Mackey's Independent Review of SOC. Alongside an enhancement to regional and local policing, the Government will continue to develop the critical data, intelligence and investigative capabilities required for the NCA to lead the law enforcement system, in addition to ensuring the NCA's funding mechanism supports the delivery of its long-term goals and ability to adapt to changing threats.
8. The NCA, as leader of the SOC system, continues to harness the collective powers of law enforcement, Government, the voluntary sector and industry to deliver the coordinated response we need to protect our communities, economies and institutions from the rapidly evolving threat. We are currently working with partners across Government and law enforcement to identify steps we can take to improve the efficiency and effectiveness of our response. To have the greatest impact, investment is required to strengthen the NCA to enable the collection, analysis and establishment of a central whole system understanding of the SOC threat, leadership in the development of new and innovative capabilities on behalf of the system, and a unified national response to the most damaging SOC threats will improve the ability to protect the public. Through reform and investment, the NCA will also seek to lead the upstream, international and border response on behalf of the entire SOC system, and in order to do this we will need our best, highly skilled Officers.
9. Against a threat that is growing in volume, complexity and impact, and in accordance with the findings of the National Strategic Assessment, we are focused on the identification and disruption of high-harm, high-impact organised crime groups, diminishing their capability, infrastructure and influence. In particular, we are focused on those who seek to:
 - a. Exploit the vulnerable through child sexual abuse and exploitation, trafficking, servitude, fraud and other forms of abuse.

Operational Example 1:

At the beginning of the first COVID-19 lockdown in March 2020, based on an assessment that the risk to children had increased at home and online, the NCA launched additional operational activity against the highest high-harm child sexual abuse offenders. This increased activity, despite the challenges of the pandemic, has to date, resulted in 124 high-harm offenders being arrested by the NCA alone, and 268 children being safeguarded. 17 of those arrested were in positions of trust. The NCA has also provided over 900 leads to policing.

Operational Example 2:

One operation saw our National Cyber Crime Unit (NCCU) working collaboratively with regional partners after a suspect was identified blackmailing a supermarket chain, and demanding a ransom of £1.4 million to be paid in cryptocurrency. NCCU technical and operational support was pivotal in identifying the suspect, which subsequently led to his arrest and charge. At trial, the offender was sentenced to 14 years' imprisonment on three counts of blackmail and two counts of contaminating goods. The Assistant Chief Constable of Hertfordshire Police described this as the most serious and most challenging product contamination case ever dealt with in the UK.

- b. Dominate communities and chase profits in the criminal marketplace, using violence and/or criminal reputations in the supply of drugs and firearms.

Operational Example 3:

In May 2020, our work with French and Dutch authorities led to the infiltration of EncroChat, one of the largest providers of encrypted criminal communications. We built bespoke algorithms to target high-harm high-threat users, resulting in the retrieval of 3.3 million messages with 82,000 images from more than 4,000 devices. The operation led to the seizure of over £57.4 million, over three tonnes of drugs and almost 90 firearms, as well as the arrest of 746 suspects, saving the UK economy £1 billion.

Operational Example 4:

During another investigation, into the importation of firearms from Turkey, we succeeded in seizing 289 guns, 35 rounds of ammunition, two vehicles and 1kg of ketamine, and arrested 17 subjects. This was achieved through significant intelligence development, evidence gathering, financial investigation and close partnership working with the Police Service of Northern Ireland, Garda Síochána and the Turkish National Police. The weapons were destined for the UK criminal marketplace but the organised criminal gang and supply network have been successfully dismantled, and the group continue to be investigated for money laundering and kidnap offences.

- c. Undermine the UK's economy, integrity, infrastructure and institutions through their criminality.

Operational Example 5:

In October 2020, a businessman from Leeds, suspected of being a key provider of money laundering for organised crime groups in West Yorkshire via the property market, agreed with the NCA to hand over nearly £10 million of assets across England. Assets were identified as a result of an Unexplained Wealth Order (UWO), after the NCA successfully argued his wealth was probably accumulated through crime. This was the first UWO secured solely on the basis of an individual's suspected links to Serious and Organised Crime

Operational Example 6:

As part of one operation, over \$8 million was successfully forfeited from an Azerbaijani politically-exposed person after being held in a suspended status by a bank for over ten years. The forfeited money was believed to be recoverable property derived from tax evasion and money laundering or for use in bribery and corruption. This was the highest single forfeiture order since the NCA was established.

10. Through collaboration with partners in government and law enforcement, we will continue to lay the foundations of SOC system reform. We are proactively building and using shared capability across the SOC system, in order to drive tasking. We are converging on matters of shared interest across governance, performance and capabilities. This is intended to be cost-effective and avoid creating a resource burden. Further, in focusing on these areas, we aim to achieve system leadership by bringing to the SOC landscape clarity of accountability, performance measurement and capability development, which when merged with NCA leadership will deliver a more effective system that is bound by a unified direction.
11. Operation VENETIC is an example of this, and is the broadest and deepest UK operation into SOC to date following the infiltration of a bespoke, encrypted global communication platform used by criminals. This was an international response that was jointly-led in the UK by the NCA and other operational partners. The operation demonstrated how some of the most sophisticated groups have used technology to remain below the radar for a number of years. However, the success of Operation VENETIC in the UK can largely be credited to the technical, intelligence and investigative capabilities of our own Officers, and our leadership in building relationships with local, regional and international law enforcement partners. Technological enablers will continue to be firmly embedded within some organised crime group methodologies. In order to tackle the growing criminal use of encryption and emerging technology it is vital that we build both the high-end capabilities needed to target the highest-harm groups and the data and technical skills within our workforce to fully exploit the opportunities we generate.

12. The following constituents of the NCA demonstrate the central and national role we play in bringing together the capacity and capabilities of the whole system in order to protect the public:
- a. The Threat Leadership Command within the NCA provides system leadership by driving the multi-agency response to SOC across law enforcement, Government, and the private and third sectors. We apply our specialist threat knowledge to set the strategic direction, plan effective delivery, and inform policy, regulatory and legislative changes to better protect the public.
 - b. The National Economic Crime Centre is an example of our Threat Leadership work, driving collaboration between law enforcement, banks and other financial institutions, allowing us to hit the criminals where it hurts the most: in their pocket. Taking away criminals' money and making it impossible for them to use the UK as a vehicle for laundering, allows us to directly impact on those who are a major threat to the stability, security and prosperity of this country.
 - c. Through our International Liaison Officer network we work overseas to disrupt SOC activity upstream before it reaches our shores. Our Officers are deployed across 48 countries, with coverage for a further 116, that are the most significant source or transit point for SOC affecting the UK. The network coordinates UK law enforcement engagement overseas, working with international partners to gather and share intelligence, enhance delivery through capacity building and training, and conduct operational activity to disrupt SOC.
 - d. Part of Intelligence Command, our National Assessment Centre brings together information and intelligence from across policing, law enforcement, the intelligence agencies, industry and the voluntary sector to provide us with a comprehensive understanding of the current threat.
 - e. Our National Data Exploitation Capability brings together existing and future capabilities in data acquisition, engineering, analysis, and visualisation to produce never seen before, centralised data exploitation for all UK law enforcement. We must ensure we share information and expertise in a way that delivers the biggest impact, whether that is with colleagues or with partners, and as crime changes, so do the skills and capabilities the NCA needs to fight it.
 - f. We host a range of capabilities for the wider law enforcement system, for example, Threat and Risk Assessment, Capability, Exploration and Research (TRACER) which is a multi-agency and multi-disciplinary function that represents the whole intelligence and law enforcement community. We consider all social, political, legal, technological and economic changes in the digital communications environment that may affect public and criminal patterns of use and create products to assess the threats and opportunities that these changes present to law enforcement and the intelligence community's ability to effectively carry out Investigatory Powers Act capabilities.

Costs and Affordability

13. The Agency is currently working through budget planning for 2021/22. There are a number of affordability challenges to address in the budget settlement for the year, and the Agency also needs to ensure that the affordability of our Pay Strategy continues to be sustainable in subsequent years.

14. Whilst the NCA are committed to continuing progress against our Pay Reform strategy, delivery this year has been restricted due to the public sector pay pause.
15. Delivery this year will therefore focus on applying the £250 award for those earning less than £24,000 full-time equivalent. In addition to this, we will continue with existing pay commitments such as progressing Officers through the capability-based pay framework where the required skills and knowledge are demonstrated.
16. The NCA Board acknowledges that the delivery of these activities are affordable within our budget.

Chapter Two

Our People

This chapter:

- Sets out the NCA's People Strategy;
- Show the impact to date in terms of Diversity and Engagement; and
- Describes how we are building the capability of the Agency and the impact of Pay Reform on recruitment.

NCA People Strategy

17. The operational success of the Agency and its ability to protect the public depends on the hard work, expertise and commitment of its Officers. We must attract and retain the right skills. The capabilities we require to tackle the threat outlined in Chapter 1 require the Agency to access a broad range of skills to ensure our response to the threat is effective. We have simplified the skills required under our major organisational responsibilities in table 1.

Table 1 – Skills requirements by area of the NCA:

Threat Leadership	<p>Is accountable for putting the strategic actions plans in place to drive a 4 'P' response (Pursue, Prevent, Protect and Prepare) across the SOC system. The scope of threats is defined in the National Strategy Assessment.</p> <p>Requires operational insight, and key skills of negotiating and influencing, working in partnership and a focus on delivering outcomes for the public.</p>
Operations	<p>Is accountable for delivering the intelligence and investigation response to support the pursue plans developed by Threat Leadership.</p> <p>Requires technical skills to deliver high end capabilities and operations that deliver disruptions, including criminal justice outcomes, for SOC. Requires strong partnership working.</p>
Capabilities	<p>Is comprised of our specialist supporting functions that are required to ensure the NCA is an effective organisation that delivers great operations.</p> <p>Requires skills to plan and build capabilities, including strategy, finance, commercial and investment, HR, Data, Digital and Technology.</p>

18. Over the past year, we have been working on our approach to building a flexible workforce. We actively encourage Officers to move between Threat Leadership, Operations and Capabilities. This drives organisational effectiveness and supports professional development. Inter-operability is important, and we are proud of our ability to deploy and develop our staff in a wide variety of roles.

Operational Example 7: The Agency benefits from Officers moving between commands and disciplines.

Moving Officers with powers into Intelligence provides a specific operational mind-set and focus, whilst moving Officers without powers into Investigations builds our lead generation and Intelligence gathering capability.

Over the past year, 59 staff moved from Investigations to Intelligence, and 40 moved from Intelligence to Investigations. Of those, 11 Investigations staff were promoted into Intelligence and 8 promoted from Intelligence into Investigations. We have had good feedback regarding the impact of this agile approach, and we will continue to build on it through lateral campaigns.

19. Our People Strategy was developed in partnership with our workforce to ensure we addressed areas that mattered to Officers, as well as supporting our organisational goals. Following extensive consultation with both managers and Officers, the strategy was approved by the NCA Board in 2018.
20. It aims to create a workforce that feels both empowered and enabled to lead today whilst building capability for tomorrow. It recognises the importance of diversity and inclusion. The ability to bring different perspectives and knowledge into our teams is vital if we are to innovatively combat newly emerging criminal threats.
21. Our People Strategy is based on the employee lifecycle and has four pillars under which all our people-related activity will be delivered (Figure 1).

Figure 1: NCA People Strategy:



22. Through the implementation of the People Strategy, we have made a lot of changes to our policies and approach, including:
 - a. Revised the attraction strategy to increase applications into our recruitment

pipeline from a diverse range of candidates. It is recognised that our pay offer presents challenges in being able to maximise the benefit of our attraction strategy, in order to compete in an increasingly challenging market.

- b. Changed the recruitment process to increase the quality and efficiency of the process.
- c. We provide an induction for all new joiners during their first three days with the Agency. All new Officers receive a welcome briefing from one of our Directors General, an initial development plan and exercises which show the Agency's work.
- d. The implementation of a new process for internal postings to encourage development and to meet business need. Over the past two years, over 270 Officers have taken up new posts through this 'lateral moves' process.
- e. A strong wellbeing offer which supports both physical and mental health.

23. Through the People Strategy, we have also sought to deliver improvements in diversity, inclusion and engagement to ensure our Officers reflect the communities we protect and are in the best position to impact the threat.

24. The Agency is taking action to reduce barriers in the recruitment process for underrepresented groups. This is improving diversity across the Agency. For example, the percentage of LGBT Officers has increased from 2.6% to 3.1%, female Officers have increased from 40.2% to 42.9% and Officers who identify as Black, Asian or Minority Ethnic has increased from 8% to 8.6%. Diversity declaration rates for existing Officers has also increased across all groups throughout 2020. The detail of this can be found at Annex A.

25. The 2020 People Survey demonstrates that our People Strategy is having an impact in a number of areas:

Table 2 – NCA People Survey Results 2020 :

Engagement Question	Positive Respondents	Change since last year
Overall engagement score	65%	up 6% since last year
Officers satisfied with the total benefits package	41%	up 10% since last year
Officers able to access the right development opportunities when needed	46%	up 2% since last year
Officers have opportunities to develop their career in the NCA	52%	up 10% since last year
Officers say managers help them understand how they contribute to the NCA's objectives	67%	up 6% since last year

26. The 2020 People Survey results also show significant in year improvements across inclusion and fair treatment. 82% of Officers feel they are treated fairly at work, up 4% since last year, while 75% of Officers feel that the NCA respects individual differences, which is a 1% increase.

27. In terms of pay, 39% of Officers state they are fairly rewarded, up by 9%, the third year of increase from a very low base before our Pay Reform programme. This demonstrates that we are making progress but we still have more to do (The Civil Service average in this area is 40%).
28. The full 2020 People Survey results for the NCA will be available on gov.uk after April 2021. They show that, whilst the Agency still has work to do, we have made significant progress in the last year and that the second phase of Pay Reform has made an impact with our Officers.
29. Covid-19 is having a significant impact on the economy, labour market and fiscal position. As the Agency's Officers are designated as key workers, we remain fully operational. Whilst it is too early to formally assess the long term impact of Covid-19 on the Agency Pay Strategy, we have experienced further alignment to law enforcement partners this year in making sure operational priorities are tasked and delivered.

Building the NCA workforce

30. Delivering our new and existing capabilities means that by the end of this financial year (March 2021), the Agency's establishment will have grown to just over 6161 posts. Approximately 1240 new Officers will have joined our organisation by the end of this financial year. This is our highest ever annual intake. We continue to monitor the effectiveness of the recruitment process. The introduction of capability-based pay (using our spot-rate approach) along with other reforms to shorten our pay scales have helped with the challenge of recruiting the skills we need in the Agency. We continue to encounter increased volumes of applications for Spot Rate posts, securing a pipeline of talent in some roles and geographic locations. The pipeline for Intelligence Officers continues to improve year on year, and our recent campaigns seeking experienced Investigators have seen a 27% increase in terms of applications received.
31. There has also been a percentage increase of 5% of our average new joiners coming in to Spot Rate roles, compared with our overall onboarding number.
32. Whilst process improvement and increased capacity has enabled us to overcome challenges associated with volume and specialist recruitment, we still have more to do. The Agency still has a number of hard to fill roles, and our recruitment data shows that we do not attract the quality or quantity of candidates required in all specialist areas. This next phase of our Pay Reform will hone those roles, to support our attraction strategy, so that we can close this gap in key critical areas.
33. The Agency has been making positive strides towards identifying and planning for future skills. The Workforce Planning Committee meets monthly to act on key areas of the employee lifecycle, overseeing the number of new joiners, leavers and movers, as well as workforce composition.
34. Using this data and taking a more co-ordinated approach, during 2020, the Agency ran two large scale recruitment campaigns. Each campaign attracted in the region of

15,000 applications. Whilst we plan to continue the large scale recruitment campaign approach dependent of the demand outlined in our workforce plan, we also understand more needs to be done to target niche skills and hard to fill roles. The recruitment strategy will focus on those needs in 2021/22.

35. We are increasingly seeing evidence that where Spot Rates are aligned to labour market salaries they have had a positive impact in attracting more applicants.
36. However, where our pay rates remain considerably adrift of comparators, in particular the Police, the Agency is not seeing the same increase in appointments. Comparing 2018/19 to 2019/20, there has been a 288% increase in appointments to specialist Spot Rate roles within operational commands. Over the same period, there has only been a 124% increase in specialist non-Spot Rate roles in the same commands. This suggests that the use of Spot Rates has been beneficial in recruiting the specialist skills that we need and highlights why we seek to extend the capability-based pay to relevant roles to improve our competitiveness in future NCARRB submissions.
37. The challenge remains for the Agency to be able to attract applicants with the right skills, and we seek to improve this through extending the capability-based pay framework to reduce specialist skills shortages. We continue to develop our capability-based pay approach, and we review the roles that should be brought into scope through internal governance processes. Whilst extending the framework is not within the boundaries of this year's pay policy, our ambition is to continue this activity in future pay rounds. The criticality of maintaining progress is demonstrated through the operational examples on the following page.

Operational Example 8: Recruitment Challenges in Specialist Areas

Child Sexual Exploitation Referrals Bureau (CSERB):

The CSERB work with law enforcement partners to help protect children from sexual abuse. They play a critical role in assessing referrals to identify victims and perpetrators, and are the key interface for industry referrals. The CSERB are currently not in scope of Spot Rates, but have evidenced recruitment challenges:

- From September 2019 to August 2020, 13 posts in the CSERB were advertised. This resulted in only 8 offers being made across all posts, and only a 22% application to offer conversion rate.

Technical Operations:

Technical Operations are specialist posts which deliver covert, intrusive technical deployments in direct support of operations. They are currently not in receipt of Spot Rates. During September 2019 to August 2020, across all advertised posts, only 7 offers were made during that time. For example:

- Grade 4 Technical Operations posts were advertised in mid-2020. This role type requires specialist knowledge in covert cyber scenarios. This campaign attracted no candidates. When this role was advertised again, later in 2020, 2 applications were received. Whilst 1 was unsuitable, the other was made an offer. This offer was turned down on the basis of a higher salary offered elsewhere. This demonstrates the difficulty in attracting suitable candidates to specialist technical roles in the Agency.

Operational Example 9: Recruitment Challenges in Grade 3 specialist posts

Wider recruitment data can be found at Annex A. The following examples demonstrate the difficulty in recruiting to specialist, Grade 3 roles, across areas which are currently not in receipt of spot rates:

- Grade 3 Dark Web Intelligence Manager – 1 specialist post to fill – 0 candidates appointed.
- Grade 3 Suspicious Activity Reports, National Economic Crime Centre – 3 specialist post to fill – 1 candidate appointed.
- Grade 3 Threat Leadership Quality and Performance Manager – 1 specialist post to fill – 0 candidates appointed.

Developing Skills in the NCA

38. The recruitment we have undertaken demonstrates how attractive the NCA is as a place to develop the skills and become an Intelligence Officer and Investigator. We recognise that we have gaps in attracting Officers, and our Pay Reform and attraction strategy is designed to ensure we offer a career pathway that offers breadth and also attracts more Officers to undertake hard to fill roles.

39. We continue to develop our external and internal pipelines to enable Officers to join at junior grades and progress through the organisation, supported by capability-based pay progression. In order to support this, we are maturing our approach to spotting and developing talent internally, and our approach to learning, in order to build our pipeline for the future.
40. Learning & Development offered 317 places, over 8 Cohorts for trainees to join the Initial Officer Training Programme (IOTP) during 20/21. This is 197 above the previous reported annual norm of 120, equating to a 164% uplift in IOTP trainees.
41. We have made progress in relation to how we manage our talent internally. In line with our People Strategy, we have extended our annual talent process to include all SCS-Grade 3s, and we have a plan to extend this further by the end of financial year 21/22. We have taken the approach to implement the talent management process through our leadership framework in order to equip our leaders and managers with the tools to run these processes within their teams. We are also working on a plan to show what talent management means for our people and how they can therefore move between roles across the organisation. We want to build on the success we have had in moving capability across the Agency. It is important that our long term Pay Reform strategy continues to support our approach in managing our talent and in retaining the specialist skills that we need.

Chapter Three

The NCA's Pay Strategy

This Chapter sets out:

- A summary and reminder of the NCA Pay Strategy
- An overview of the progress made to date
- How the Agency's pay aspiration aligns with our organisational strategy, so that we continue to meet the changing SOC threat.
- A breakdown of our Pay Strategy, and how pay acts as a key enabler to recruiting and retaining a skilled workforce.

42. Pay is an important lever in our People Strategy. The NCA seeks to use pay as a strategic enabler to recruit and retain an engaged workforce, who have the skills, capabilities and behaviours to meet the changing SOC threat. It is also important for the Agency to develop the right level of geographical and operational flexibility to meet its national obligations.
43. The NCA's Pay Strategy is currently differentiated due to the complexities of our workforce profile, and the blend of skills and capabilities that we require. It is also based on market comparators. The Agency continues to lag behind market rates for niche and specialist skills and capabilities, predominately in the operational parts of our business. A key part of our Pay Strategy is enabling us to reform in these specialist areas, to be able to attract and retain the talent we need. Whilst we tend to lag behind market rates in comparison to our law enforcement and intelligence partners, we tend to compete more efficiently in other areas, particularly across the Civil Service and public sector.

Table 3: Summary of NCA Reward Strategy:

Reward Strategy	Pay Strategy
Attractiveness <ul style="list-style-type: none"> • Attracting talent to the pinnacle of law enforcement - by competing with policing, UKIC, Civil Service and specialist private sector • Developing a compelling employment offer (pay, pensions and non-pay benefits) to recruit and retain 	Increase competitiveness with comparator organisations to support both recruitment and retention
Fairness <ul style="list-style-type: none"> • Developing pay equity amongst existing officers • Enabling movement through the scale based on accredited skills & demonstrated competence • Encouraging development within grade 	Narrow inequities in the current pay structures
Forward Looking <ul style="list-style-type: none"> • Increasing opportunities to surge capability nationally • Driving interoperability across the workforce • Contributing to the development of LE professionals/specialist capabilities by facilitating movement between NCA, UKIC & police 	Enable the agency to fulfil its transformation plans by acquiring and building future skills and capabilities
Sustainable & Affordable <ul style="list-style-type: none"> • Costs can be met from the agency's budgets • Shifting the age profile of the workforce to invest in future capabilities • Minimum employment term for those on development programmes 	Ensure pay changes are evidenced and aligned to the target operating model (TOM). Use the non-consolidated pot to respond effectively to emerging challenges

Progress to Date

44. The approach we have taken to date takes us closer to our objectives, but there is more to do to ensure that we are able to respond in the right way to recruitment and retention challenges created from very different comparator markets.
45. Our overall approach to Pay Reform has focused on:
- Implementing a capability-based pay framework to enable progress through Spot Rates, dependent on skills and capability. The Spot Rate structure currently focuses on roles in Investigations, Intelligence and Threat Leadership. We have previously rolled this framework out to Grade 4 and 5s, and last year we expanded the framework to some Grade 1, 2 and 3 roles. We have continued to bring more roles in to scope of the Spot Rate structure, and have an ambition to extend the structure across all eligible operational roles, dependent on affordability;
 - Paying a relatively higher increase to those on Spot Rate roles at Grades 5 and 4, to continue reducing the pay gap with our policing comparators;
 - Shortening the standard pay ranges to support fairness and equality, and reducing the gender pay gap. This has mainly focused on increases to the pay range minima, therefore benefitting the lowest paid in the organisation, and;
 - Using the non-consolidated pot to respond effectively and quickly to emerging recruitment and retention challenges through the application of Recruitment and Retention Allowances (RRAs).
46. The 2020 pay award saw the largest consolidated increase to Officers in the Agency in the past few years. It made progress against our twin objective of driving reform to pay and shortening our pay ranges. Our 2020 award included the following:
- Increases to pay range minimums, with 4.5% for Grade 6, 4.25% for Grade 5 and 2.5% for Grades 1-4;
 - Increases for all Officers on standard pay ranges by at least 1.5% consolidated;
 - Increases to the value of spot rates, Grade 5 by 4.5% and Grade 4 by 3%;
 - Implementation of a spot rate structure for Grade 1-3;
 - Increased London Weighting by 2.5%;
 - Increases to shift allowances paid to the Control Centre and Operational Services Team to 20%.

Aligning our organisational and Workforce Strategy through pay

47. The Agency has progressed four years of Pay Reform, delivering progress on pay against our Pay Strategy. Table 4 outlines how the core principles of our Pay Strategy relate to our organisational strategy.

Table 4: Aligning the Agency's reward principles with the four core principles of the Pay Strategy.

Reward Principles		Pay Strategy
Attractiveness	<ul style="list-style-type: none"> Attracting talent to the pinnacle of law enforcement – by competing with policing, UKIC, Civil Service and specialist private sector. Developing a compelling employment offer (pay, pensions and non-pay benefits) to recruit and retain. 	Increase competitiveness with comparator organisations to support both recruitment and retention.
Fairness	<ul style="list-style-type: none"> Developing pay equity among existing Officers. Enabling movement through the scales based on accredited skills and demonstrated competence. Encouraging development within grade. 	Narrow inequalities in the current pay structures.
Forward Looking	<ul style="list-style-type: none"> Increasing opportunities to surge capability nationally. Driving interoperability across the workforce. Contributing to the development of LE professionals/specialist capabilities by facilitating movement between NCA, UKIC and police. 	Enable the Agency to fulfil its transformation plans by acquiring and building future skills and capabilities.
Sustainable and Affordable	<ul style="list-style-type: none"> Costs can be met from the Agency's budgets. Shifting the age profile of the workforce to invest in future capabilities. Minimum employment term for those on development programmes. 	Ensure pay changes are evidenced and aligned to the target operating model (TOM). Use the non-consolidated pot to respond effectively to emerging challenges.

48. The Agency has benefitted from being able to deliver higher pay awards than those typical across the wider public sector, in light of the operational risks created by a complex set of different pay arrangements. Agreement to these awards was based on strong evidence on the impact of pay differences with our core comparator

markets. Whilst we have made progress, the gap between our comparator markets is still having an evidenced impact on our ability to recruit the required skills to be able to deliver our mission, as outlined in chapter 2.

49. Each of the above principles has helped how to define how we approach our Pay Strategy, aligning our pay activity with the priorities for the workforce. The following sections provide more detail on each principle.

Attractiveness

50. The Agency is unique in leading aspects of law enforcement, building SOC capabilities and recruiting from a range of strong competitor markets. Our differentiated approach allows us to flex in response to developments in our competitor labour markets. As part of our Pay Strategy, our remuneration 'offer' aims to enhance the Agency's reputation as a great place to work. However, it is critical that we continue to keep pace, and to make progress in relation to our Pay Reform journey, to continue to attract the talent that we require.
51. In order to attract this talent, it is important that we keep pace with our comparator markets. We have a number of comparator markets, depending on the type of role in the Agency. Table 5 provides an overview of our current comparators.

Table 5 - Comparator markets and relevant roles:

Police	Policing is a key comparator for our work in leading the fight to cut SOC. It is one of the most relevant comparators for many of our operational roles. This relates to police ranks from Constable up to Chief Superintendent.
UKIC	Intelligence gathering is a key part of many NCA operational roles. We do also require transferability into investigative roles, which is a unique additional requirement in the NCA. This is often not required in the intelligence sector.
Civil Service	We utilise the Civil Service markets as the primary comparator for enabling roles at the NCA, including professions such as finance, commercial, communications and so on. This is driven by similar skill-sets, reflecting that we operate in the same Civil Service structure, governance and guidelines as other Government departments. The NCA is designated as a Civil Service organisation.
Digital, Data and Technology (DDaT)	The DDaT market is a subset of the Civil Service, where the main comparators are the Government Digital Service, the DWP and HMRC as operational departments. In the NCA, most DDaT roles are operational.

52. These comparators apply most closely to the Agency, though due to the diverse nature of our roles and responsibilities, this presents a complex picture and we continue to compete at different rates.
53. Ensuring our reward strategy is aligned to the correct comparator market, will enable the Agency to attract and retain the talent needed to meet the evolving and changing SOC threat. This will require the Agency to adopt different approaches between operational capabilities, which are directly involved in law enforcement and intelligence collection, and enabling capabilities. This segmented approach is necessary because of the different career paths and employment markets that are available, as is the case in many other parts of the public sector.
54. The table below shows how the Agency's current levels of pay compared with those comparator markets. This shows that the average levels of pay for NCA Officers are behind the Police market in all grades but they are generally competitive with the Civil Service market.

Table 6 – Comparison with target markets 2020/21:

NCA Grade	NCA			Police Median	Civil Service Median
	NCA Minimum	NCA Maximum	NCA Median		
Grade 1	£68,279	£83,888	£70,585	£89,910	£63,404
Grade 2	£55,740	£68,503	£60,990	£77,691	£51,034
Grade 3	£45,480	£56,104	£45,480	£57,162	£38,910
Grade 4	£36,742	£45,526	£40,209	£46,222	£31,232
Grade 5	£28,840	£37,931	£33,751	£41,130	£25,312
Grade 6	£20,800	£27,004	£20,800	N/A	£20,751

Notes

1. The Police medians are shown, calculated in the same way as evidence for 2019/20. However, it should be noted that Police receive automatic annual increments up to the scale maximum, which is generally higher than the medians shown. We compete with the Police for experienced Officers, often with specialist skills, and these are at the upper end of the Police incremental scales,
2. The Civil Service market is the average of the median figures for each government department.
3. The National levels of pay, rather than those which apply only in London have been used throughout.

55. As evidenced in the above table, levels of pay at the NCA are less attractive when comparisons are made with remuneration of Police Officers at the same levels of skill and capability, particularly at more senior levels.
56. Further Pay Reform is required to ensure the Agency remains a competitive employer across its key comparator markets and all grades.
57. The principle of our Spot Rate system will continue by linking pay progression with development in role. This remains a core element of our Pay Reform strategy as we

have agreed through previous pay rounds. Officers will only progress to the proficient rate when they can demonstrate that they have the skills and capabilities required to justify the higher rate of pay.

58. Through continuing to implement and expand our capability-based pay structure, and continuing with wider reform, the Agency will be able to attract the talent that is required to carry out its mission.

Recruitment & Retention

59. Since the implementation of our Spot Rate framework, retention within our operational commands has improved. Across all 4 areas there has been a reduction in Officers leaving of at least 2.5%.

Table 7 – Turnover by command since 2018:

Turnover by Command	2018	2019	2020	Turnover Reduction
NCA Intelligence	8.09%	7.54%	4.98%	3.11%
NCA Investigations	9.59%	9.48%	7.09%	2.50%
NCA National Economic Crime Centre	23.08%	9.77%	11.33%	11.75%
NCA Threat Leadership	17.18%	16.53%	11.40%	5.78%

60. In addition to improving retention we have improved how we recruit Officers to the Agency. By moving our organisation to a recruitment pipeline model we have been able to advertise roles in advance of vacancies being created. By combining this new approach with our Spot Rate pay framework has meant the number of Officers being recruited has increased.

61. The below table shows how our frontline Investigations and Intelligence roles have increased the number of candidates in their pipeline by up to 712% over 3 years. However, there are still many challenges with our specialist operational roles, which, whilst improving overall are beginning to stagnate during 2020. The COVID-19 pandemic may have had an impact on this activity.

Table 8 – Campaign pipeline since 2018:

Recruitment Campaigns - Offers	2018	2019	2020	Percentage Difference
Firearms	2	18	13	-28%
Intelligence Officer/Analyst	89	34	242	612%
Investigations	101	80	142	78%

Officer				
Specialist Intelligence and Investigations	70	173	102	-41%
Total	262	305	499	64%

62. Improving both recruitment and retention has helped ensure the organisation has continued to grow significantly over the past 3 years. Since August 2018 the NCA has grown by circa 800 Officers with the expectation for the organisation to have 6000 Officers by the end of the 2020-21 financial year.

Fairness

63. We value diversity of background, as well as diversity of skills and experience, and the Agency has been working to steadily improve its diversity across every protected characteristic.
64. We have a network of active diversity forums, each supported by senior business champions. This ensures we challenge ourselves to build an inclusive culture for Officers already in the organisation, and that we attract a wider mix of applicants as we build future applicant pipelines.
65. We need to be truly reflective of the population that we serve and to be a workplace which is inclusive and embraces difference in order to be effective. The Agency needs a workforce of different backgrounds, perspectives and ways of thinking to ensure that we are making the most effective contribution in leading the fight against Serious and Organised Crime. Our Pay Reform strategy is supporting this, as it is enabling the Agency to attract and, equally importantly, retain a broader mix of Officers than previously. In addition, through shortening our pay ranges and making progress in relation to the gender pay gap, we are continuing to thread fairness into our Pay Strategy.
66. The Agency is committed to continuing to reduce inequities within the pay system by further reducing the length of the pay ranges, and moving to a model where future pay increases are determined by skills and capability.
67. The past four years of Pay Reform have improved the fairness of the NCA's pay system. The table below sets out the change in our published mean and median gender pay gap for the Agency and the percentage change from the previous year. The inset figures of +/- figures show the change in the mean and median gender pay gap to the previous year. The Agency's 2019 Gender Pay Gap report was published in June 2020. The 2020 report is due for publication in October 2021. Table 9 demonstrates that there has been an overall reduction in both the mean and median

gender pay gap since the Agency introduced Pay Reform in 2017, in line with our fairness pillar of the pay strategy.

Table 9 – NCA Gender pay gap since 2017:

NCA Gender Pay Gap Since 2017	2017	2018	2019
Mean Gender Pay Gap	11.58%	11.66%	10.87%
Difference to previous year - Mean	N/A	+0.69%	-6.8%
Median Gender Pay Gap	16.22%	9.59%	8.85%
Difference to previous year - Median	N/A	-41%	-7.7%

68. The differentiated approach aims to reduce the gap between the lowest and highest paid Officers in order to reduce the gender pay gap and to mitigate equal pay risk. We have seen positive trends in the profile of Officers who have opted into Spot Rates with increased numbers of female and younger Officers opting in and also increasing religious diversity. These Officers were more likely to have been at the lower end of the standard pay range and found Spot Rates a more attractive proposition. The impact of this is most marked in 2018, when the gender pay gap reduced due to the introduction of Spot Rates for Grade 5 and 4. We continue to reduce the difference between women and men each year, though the reductions will be smaller year-on-year as we make progress. Whilst the Pay Reform made over the previous years' has gone some way to narrow disparities, we need to continue this trajectory.
69. Our approach has also reduced the overlaps between grades, and reduced the potential for 'leapfrogging' i.e. when new joiners are paid more than an Officer in the same or a higher grade. We recognise there is work to do when Officers are promoted from one grade to another and proposals are being worked through for the 22/23 submission.
70. New governance that we have introduced holds our leaders accountable for demonstrating behaviours that support diversity and inclusion ensuring that Officers from all backgrounds are included and enabled to be at their best. For example, this year we have created our Racial Equality Working Group, to drive an outcome focused action plan on racial equality in the Agency. This group is overseen by the DG-Capabilities.
71. The Agency has sought to promote diversity and inclusion initiatives through external media channels. We have also been an active participant in National Inclusion initiatives and embedded a new Faith & Belief group into our inclusion framework.

72. Through continuing to reduce the length of our pay ranges and focusing on skills and capabilities in future pay, we will continue to build a pay framework which continues to be fair and inclusive.

Forward Looking

73. As part of our Pay Strategy, our reward structures must enable the Agency to meet the evolving SOC threat and changes in the labour market.
74. Critical to this, pay must be brought into line with target markets and we have achieved this through Pay Reform, including the key step of introducing Spot Rates to all our main operational grades.
75. As noted above, in 2020, the NCA expanded capability-based pay by introducing Spot Rates for operational Grade 1-3 roles. The Spot Rate structure now covers eligible roles across Grade 1-5s. It is the Agency ambition to extend the Spot Rate structure across all operational roles where it aligns with our strategy and criteria. Whilst we are not able to bring additional roles into scope this year due to the Government pay policy, we expect to continue this in 2022 onwards.
76. To continue with the progress that we have made in embedding capability-based pay structures, the Agency is working to ensure that all roles included in Spot Rates are aligned to an associated skills matrix. This sets out the skills, requirements and qualifications for roles in order to progress through the Spot Rate framework. Officers in Grade 1-5 who are in scope for Spot Rate pay are defined as Developing, or Proficient under a formal skills matrix.
77. We have skills matrices in place for Grade 4 and 5 roles and have been operating those for some time. We are now finalising the matrix for Grade 1-3 leadership posts for implementation and use this year.
78. As well as receiving significant salary uplift, Officers opting to take up Spot Rates are required to move to a 40 hour working week. All new recruits receive Spot Rates, and many existing Officers choose to switch. Spot Rates provide benefit for both the individual Officer and the organisation.
79. An Officer moving from a 37 hour week to a 40 hour week provides more certainty of working time and earnings for operational Officers, reducing the inconsistency of overtime being variable from week to week. Officers are also given the option of opting in, meaning they are able to do so when they believe it is financially advantageous to do so.
80. Grade 1 and 2 Officers are not eligible to receive overtime payments. Grade 3 Officers who opt-in to Spot Rates cease to be eligible for overtime. For Grade 4 and 5 Officers, who remain eligible for overtime, accrual will begin when 40 hours have been worked in the week. Officers who are recruited externally into a Spot Rate role are expected to join on the Spot Rate structure. This enables us to build a future-proofed model which achieves closer alignment with policing.

81. In the last evidence submission to NCARRB, we said that for the Agency, the benefits of moving to a 40 hour week would mean that there was less reliance on overtime for managers, providing them with guaranteed working hours to roster. We calculated that between August 2018 and August 2019, around 39,000 additional working hours per year were created and this equated to 19.1 additional operational FTE protecting the public. Between August 2017 and August 2018, 730 Officers accepted these changes, creating the equivalent of 59 additional FTE.
82. The current spot rate data across this organisation is outlined in Table 10.

Table 10: NCA Spot Rate Data as at 1st February 2021:

Grade	Officers Opted-In to Spot Rate	Spot Rate Eligible Posts
NCA G1	22	42
NCA G2	96	119
NCA G3	6	16
NCA G4	659	811
NCA G5	1056	2087
Grand Total	1839	3075

Sustainable and affordable

83. The Agency's Pay Strategy must be sustainable and affordable. The alignment of pay with the Agency's target markets will enable us to recruit and retain the Officers we need and the linking of pay to the development of skills and capabilities enables us to develop the skills we need within the Agency rather than relying on external recruitment.
84. In previous submissions the Agency has outlined that we had a workforce that was biased towards longer serving Officers, with a significant dependency on Officers who either had retired and returned (where pay was less of a priority) or were within 5 years of retirement. The data that can be found in Annex A shows that nearly a third of the Agency's Officers are aged 50 or over. This experience is invaluable, but it also creates a sustainability risk, where many Officers can retire in a short space of time.
85. The Initial Officer Training Programme (IOTP) enables us to attract a range of potential Officers, securing our pipeline and increasing resilience. We are investing significantly in external talent programmes, and have increased the number of Officers that we are bringing in to the Agency through this and many different attraction strategies.
86. Despite this success, we are clear that the Agency needs to be able to recruit across the full experience and service profile. We cannot function effectively at the high end of high harm if all vacancies are filled by trainees; we require a blended approach. As the exit interview data collected in Annex A demonstrates, retirement is the second most popular reason for leaving the NCA, comprising nearly a fifth of all leavers.

87. To that end, the Agency has been developing its internal development pipeline, focusing on training and development programmes that will enable Officers to join at an earlier point in their career, and progress through the organisation. The Agency has also focused on embedding our approach to talent management, and ensuring we identify and develop those who exhibit the potential to progress in our organisation.
88. The IOTP has been a particular success, bringing in 272 candidates during our 2019/20 recruitment campaign. This is more than ever before. This will help secure our pipeline, increase organisational sustainability and resilience and importantly, is improving the diversity representation across the organisation.

Operational Example: Our IOTP trainees are becoming more diverse

Out of 272 successful external candidates:

- 161 (59%) are female
- 111 are male (41%)
- 22 candidates identified as BAME (8%)
- 123 (45%) of all successful candidates are under 35.

89. Sustainability is an important part of our pay strategy to support the development of a wide range of demographics and skills, both now and for the future. By diverting our focus away from long pay ranges that reward those who have been in post the longest, we will build an approach which is more sustainable.

Conclusion

90. As outlined through the course of this chapter, the Agency cannot afford to lose momentum in relation to our Pay Reform strategy. Our ambition is therefore to continue to take forward pay reform in future years, in accordance with the parameters set by Government pay policy.
91. When our pay aspiration is fully realised, pay will be competitive with the relevant target markets and will be linked to the skills and capabilities of each individual Officer. We began our Pay Reform journey in 2017/18 and we expect this journey to continue over the coming years. We recognise the complexity in transitioning from the existing pay arrangements, taking into account affordability constraints, and this therefore will continue to be an iterative process.
92. The details of the aspiration may also change as the impact of each pay award and the wider market is better understood; in addition to the skills mix required by the Agency evolving to meeting the changing SOC threat.
93. The pay proposals that the NCARRB considered and we implemented last year enabled the Agency to make progress in building a more competitive, fair and consistent framework. However, there is still significant progress to be made against an increasingly complex SOC picture.

Chapter Four

NCA Pay Plans 2021/22

This Chapter sets out:

- The implementation of NCARRB's recommendations for 2020/21
- London Weighting Review
- Pay activity 2020/21
- The application of the £250 award

Implementation of NCARRB's recommendations for 2020/21

94. The 2020/2021 pay round targeted a number of priorities that relate to our strategy. Last year saw the largest consolidated increase to Officers in the Agency, making progress against our twin objective of driving reform to pay and shortening our pay ranges.
95. Key features of our award, which was considered by NCARRB and approved by the Home Secretary, were:
- a. Increases to the value of spot rates, Grade 5 by 4.5% and Grade 4 by 3%
 - b. Implementation of a spot rate structure for Grade 1-3
 - c. Increased London Weighting by 2.5% [increased based on NCARBB's recommendations]
 - d. Increases to pay range minimums, with 4.5% for Grade 6, 4.25% for Grade 5 and 2.5% for Grade 1-4
 - e. Increases for all Officers on standard pay ranges by at least 1.5% consolidated [revised to remove non-consolidated increases at pay range maxima based on NCARBB's recommendations]
 - f. Increases to shift allowances paid to the Control Centre and Operational Services Team to 20%.
96. In addition to applying the NCARRB recommendations, we continued to expand our spot rate structure for Grade 4 and 5 roles. As a result of this, we have increased the number of Grade 4 and 5 Spot Rate roles by around 400, and we included some Grade 1 to 3 roles for the first time.
97. This is an increase in the number of Spot Rate roles in both existing and new grades, and means that all our key operational grades are now covered. In total, we have over 3,000 roles at Grade 1-5 designated as Spot Rates. This sets a firm foundation for our strategy and future development.

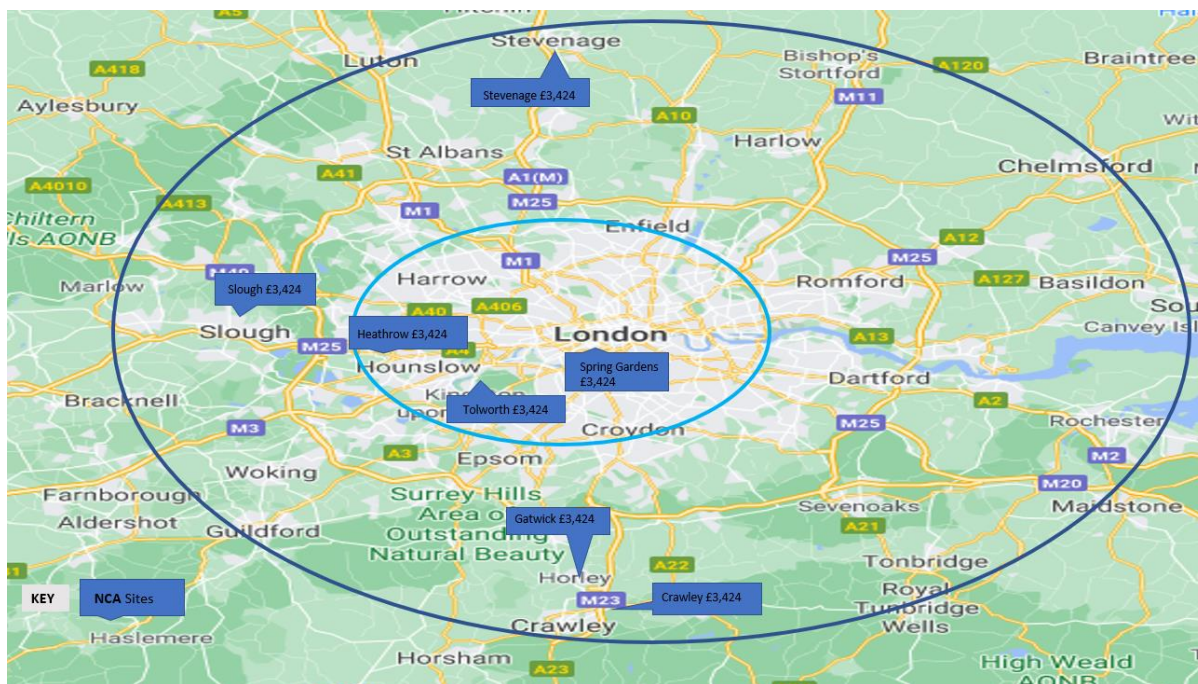
98. It is critical that the Agency has the ability to continue to extend the spot rate framework in future years to ensure there is consistency, fairness and sustainability across the organisation by bringing eligible operational roles onto the same pay structure.

London Weighting Review

99. The NCA ambition was to deliver a full year of Pay Reform in 2021/22, to extend the breadth and depth of capability-based pay, to continue shortening our pay ranges and to develop proposals for niche capabilities.
100. As part of this we have also been working on a review of London Weighting Allowance. This was an action from NCARRB in their 2020/21 report, which the Agency committed to delivering this year. This section covers the outcomes of that review.
101. The Agency had planned to implement the outcomes of this review as part of a full year of reform in 2021/22. However, in recognition of the public sector pay pause, we plan to implement this strategy from 2022/23 onwards, supported by other reform measures which are in line with our benchmarking approach.
102. London Weighting is an important lever within our Pay Strategy. As we seek to recruit the skills and capabilities where they are required, we need to ensure the allowance is at the most effective level to attract and retain Officers. Since its inception, the Agency has paid a London Weighing Allowance (LWA) to Officers in eligible locations. It is currently set at £3,424pa. LWA is paid to approximately 1,950 Officers at a cost of circa £6.7 million per annum. It is paid to Officers across 8 sites (7 in full and one site, Stevenage, partially paid). Sites outside of a 50 mile radius of London in the South East do not receive an allowance.
103. The LWA payment comprises of two components; to compensate Officers' living expenses in Inner London, and also to offer assistance for travel costs for those who commute. Going forward, the Agency will seek to review the composition and allocation of the payment to test whether we need further adjustments to be aligned with our comparators and the changing external environments.
104. In 2020, the NCARRB recommended a 2.5% increase, which was accepted and implemented.
105. However, the evidence submission highlighted that the Agency continued to have unfilled vacancies within London and the South East. The NCARRB therefore recommended that the NCA conducts a review of the LWA design, purpose and value, in readiness for the 2021 submission. **Diagram 1** presents the current LWA model within the Agency.

Diagram 1: Current NCA LWA payment model:

The light blue circle is 'Inner London', and the dark blue circle refers to the 'South East Region', showing Officers within 50 miles of 'inner London'. All NCA sites over 50 miles from London are shown separately.



¹ Some NCA sights may have been excluded from Diagram 1 and 2 due to security reasons.

106. As part of the LWA review, the NCA have considered the current LWA payments against our primary comparators. As with a number of allowances, the position is highly variable and subject to local discretion, but the position can be summarised in table 11:

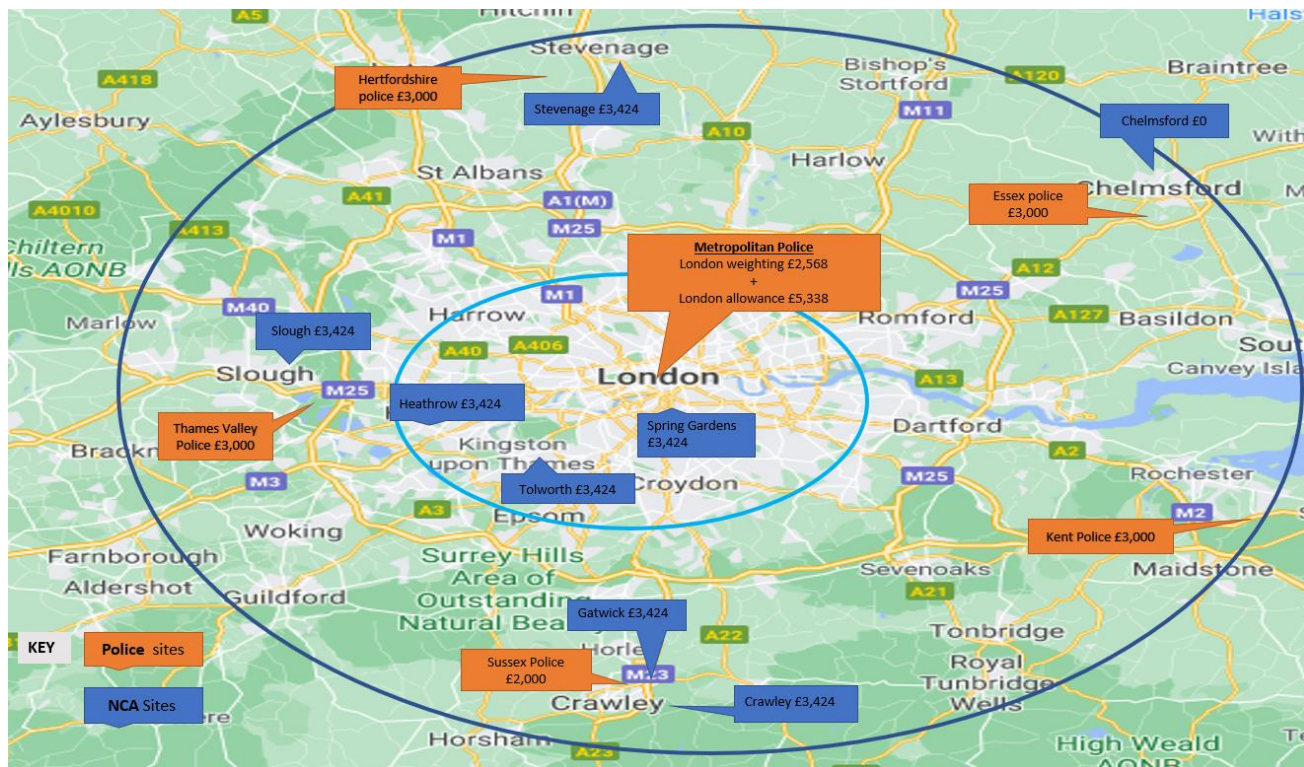
Table 11: Summary of London Weighting Comparators:

Comparators	Inner London	South East Region
Civil Service	3623	1257
Policing	7906	2625
Comparator Average Payment	5764	1941
NCA Payment	3424	3424

107. This demonstrates that our comparators broadly utilise an inner and outer London payment. Whilst the NCA value is favourable in relation to the South East Region, there is a clear gap in comparability within Inner London. This gap is most evident when comparing the Agency rate with policing. This is drawn out in more detail in diagram 2:

Diagram 2: Policing allowance payments and comparable NCA sites

The light blue circle is “Inner London” the dark blue circle is “South East Region”. The sites above 50 miles radius from London have been excluded.



¹ Some NCA sites may have been excluded due to security reasons.

108. The evidence above demonstrates that the Agency remains behind comparators on LWA, both in terms of the structure of the allowance and the rate at which it is paid. Whilst the NCA has secured above average allowances in recent years, there is a strong evidential basis for the gap to be reduced.
109. In line with the Pay Strategy, the following outlines the future approach, which the Agency will seek to introduce next year:
- Align NCA to policing comparators as an ambition as we will build on our allowance values,
 - Implement an Inner London and South East Regional allowance,
 - Align weighting allowances for the South East region to include Chelmsford and extend application to all Officers in Stevenage, and all new Officers joining within 50 miles of London to the policing comparator average
- Continue offering the allowance to all Officers and not distinguish based on operational powers.
110. The differentiation would lay the foundations to enable alignment to Inner London police pay in future years, in line with the NCA Pay Strategy. We would target

increases in line with comparators and with workforce data. The Agency welcomes comment on this strategy prior to implementation in future years.

Pay activity 2020/21

111. The Agency cannot continue Pay Reform implementation this year, but we will continue with activity to bring Officers on as they develop skills and capabilities in their roles. This includes:
- Progressing Officers through the capability framework using skills matrices. In total we are forecasting that we will progress approximately 300 Officers through the framework this year across Grade 1- Grade 5.
 - Allocation of the 1% non-consolidated pot based on data to target payments where they are most needed.
 - Shaping the direction for implementation of future reform as outlined through the course of this chapter.
112. In order to progress Officers through the capability framework, the Agency has a number of skills matrices in place. These matrices are designed to consistently and fairly test Officers skills and capability in order to determine their suitability to move to the next Spot Rate.
113. In 2020, when the Agency introduced Spot Rates at Grades 1-3 for the first time, Grade 1-2 Officers were allocated the developing Spot Rate, and Grade 3 Officers were allocated the proficient Spot Rate, based on affordability. This year the Agency has been developing a leadership skills matrix for all Grade 1, 2 and 3 Officers to provide the mechanism for these grades to be able to progress through the Spot Rate framework.
114. An equivalent framework is already in place for Grade 4 and 5 Officers, and these grades are able to progress to the next pay point once the requirement is met. The Grade 1-3 skills matrix is an evidence-based, robust framework which details the required knowledge, leadership qualities, skills and relevant accreditation that are required at each of the Spot Rate levels. As part of our BAU pay activity, the Agency will now implement the skills matrix for Grade 1-3 Officers so that there is a mechanism in place for all Spot Rated roles to progress.
115. This is in line with our commitment to rewarding capability at all levels and aligns with activity that is already taking place at Grade 4 and 5.
116. Alongside this, the Agency is developing a strategy to extend the capability-based pay framework across more operational roles in future years. Bringing additional roles into scope of Spot Rates has taken place as part of a phased approach since 2017.
117. Spot Rate expansion last year was more focussed on Grade 1-2 Officers, and take-up of Spot Rates at Grade 3 last year was low. The Agency have therefore been working to prioritise additional Grade 3, 4 and 5 teams that would benefit from

inclusion in the Spot Rate Framework. Whilst we are not able to implement this due to the pay pause, it is our ambition to ensure all qualifying roles should be designated under the Spot Rate framework in line with our strategy. In future years, we will also seek to bring more Grade 1-2 roles on to the framework.

118. We are working on a sustainable approach to continue prioritising roles for inclusion in the Spot Rate framework in future years which is focused on market comparators, recruitment and retention data and the nature of the role itself in the required skills, risk and complexity. This will be aligned with a review of the use of recruitment and retention allowances (RRAs) to ensure payments are targeted where required.
119. The Agency will therefore plan to continue extending Spot Rates from 2022/23, supported by other measures as part of our Pay Reform programme.

Application of £250 Award

120. The NCA have considered how to apply the £250 award for Officers earning below £24,000 full-time equivalent in a way which does not disrupt existing pay spines. We have also considered how to deal with the potential for leapfrogging.
121. There are currently 256 Officers who are eligible for an award under this policy, with 94 Officers at risk of being leapfrogged. As none of these Officers have powers, this does not fall under the remit of the NCARRB. Therefore, the NCA are not seeking a recommendation from the NCARRB on how we will apply the payment. However, the Agency would welcome comment on both the implementation of the payment, and the proposed approach to dealing with the risk of leapfrogging.

Leapfrogging Measures

122. There are currently 94 Officers at risk of being leapfrogged through the application of the £250 award, the individual salaries for these Officers are contained within Appendix B. The Agency have considered options to avoid leapfrogging, including the impact on our Pay Strategy, and consider the most effective way to remediate this is by paying a percentage uplift to those who are at risk of being leap-frogged, based on their current position within the Grade 6 pay range. This would cost the Agency a further £11,516.

For example:

- **Officer A** currently earns £24,236; they are 8% along the range of £24,000 to £27,004. They would receive a pay uplift of 92% of £250 which is £230 taking them to £24,466.
 - **Officer B** is currently at the Grade 6 Maximum of £27,004, they are 100% along the range and so won't receive an uplift.
123. The Agency considers this to be the most effective way of paying the uplift in line with the Government policy. This is because it leads to a short increase in the pay range minima, but will maintain the maxima, and therefore it is in line with our

strategic intention to shorten pay ranges and to become more equitable. This is also considered affordable within the Agency's current budgetary position.

124. Fulfilling the pay uplift of £250 award to Officers earning below £24,00 full-time equivalent, and applying a percentage payment to avoid leapfrogging, will cost the Agency £77, 516. This is affordable within the Agency's current budgetary position.

Conclusion

125. The Agency is committed to maintaining progress against the Pay Reform strategy that has been outlined in this submission. Progress has been achieved through previous years of reform, and this has realised benefits for the workforce and delivery. However, the evidence suggests that we still have a significant way to go in order to keep pace with comparators, and to be able to attract and retain the capabilities that we require.
126. As outlined through the course of this submission, the NCA ambition was to complete a full year of Pay Reform. Recognising the broader challenges we face as a result of the Covid-19 pandemic, the Agency plan to continue our full programme of Pay Reform from 2022/23 onwards.

Annex A – Supporting Data

Chapter Contents

- 1) The NCA Workforce**
 - a. Current Spot Rates and Standard Pay Ranges
 - b. NCA Workforce – Powers
- 2) Workforce Diversity**
 - a. Commands
 - b. NCA Grades
 - c. Spot Rate Eligibility
 - d. Terms & Conditions
- 3) Initial Operational Training Programme (IOTP)**
- 4) NCA Recruitment Activity**
 - a. Pipeline Data
 - b. Operational Pipeline
 - c. Diversity
 - d. Internal Transfers
- 5) Productivity Statistics**
 - a. Increase in hours
 - b. Wellbeing and sickness
- 6) Leavers - Attrition Rates**
- 7) Leavers - Exit Questionnaire**

1) The NCA Workforce

At 31 August 2020, the Agency had a workforce of 5,531, comprising a mix of directly employed Officers, seconded Officers, fixed term employees and contingent labour staff (paid a day rate). Their collective skills and diversity of experience are crucial to our operational success.

Workforce Employment Status	Total
Agency Staff	11
Attached Staff	71
Career Break	70
External Staff Loaned in to NCA	20
Fixed Term Contract	26
NCA Staff Seconded Out	14
NCA Staff Loaned Out	15
Permanent Staff	4885
Student Placement	27
Secondment into the NCA	95
Contingent Labour	296
Seconded Officers Attached Out	1
Grand Total	5531

Workforce by Grade	Full Time Equivalent (FTE)
NCA Grade 1	99.04
NCA Grade 2	294.06
NCA Grade 3	757
NCA Grade 4	1500.64
NCA Grade 5	2371.84
NCA Grade 6	364.72
Grand Total	5387.3

Workforce by Command	Full Time Equivalent (FTE)
NCA Change	120.95
NCA Corporate Business Services	164.68
NCA Digital, Data and Technology	267.34
NCA Human Resources	229.32
NCA Intelligence	1896.75
NCA Investigations	1679.97
NCA Legal	52.44
NCA Margin	96.91
NCA National Economic Crime Centre	245.92
NCA Strategy	103.26
NCA Threat Leadership	529.76
Grand Total	5387.3

As you can see from the above tables the majority of workforce sits within the operational functions of Intelligence and Investigations, with Grades 4 & 5 having the highest number of Officers.

a) Current Spot Rates and Standard Pay Ranges

Spot Rates

Grade	SR1 - Developing	SR2 – Proficient/Developing at G5	SR3 - Proficient	SR4 - Expert
G1	£70,585	£76,308	–	–
G2	£60,990	£65,935	–	–
G3	£45,480	£48,980	–	–
G4	£40,209	£43,705	–	£45,526
G5	£32,772	£34,137 (Developing 2)	£36,414	£37,931

Standard Pay Ranges

Grade	Minimum	Maximum
G1	£68,279	£83,888
G2	£55,740	£68,503
G3	£45,480	£56,104
G4	£36,742	£44,912
G5	£28,840	£37,748
G6	£20,800	£27,004

b) NCA Workforce – Powers

The table below provides a breakdown of where our commands and their powered and non-powered roles sit. As you can see the majority of our powered Officers sit within our operational commands, although there are quite a number within enabling functions who support our operational functions through surge activity.

Workforce by Command - Powers Split	No Powers	Powers	Total
NCA Change	~	~	127
NCA Corporate Business Services	~	~	175
NCA Digital, Data and Technology	256	19	275
NCA Human Resources	221	20	241
NCA Intelligence	1371	569	1940
NCA Investigations	640	1077	1717
NCA Legal	~	~	54
NCA Margin*	~	~	103
NCA National Economic Crime Centre	231	22	253
NCA Strategy	~	~	107
NCA Threat Leadership	345	194	539
Grand Total	3591	1940	5531

~ denotes 10 or less, including values redacted to safeguard the identity of our Officers.

* Officers funded by NCA Margin are either in process of being redeployed or whose costs cannot be attributed to a command budgetary line. The most common scenario is when Officers are transitioning into or out of an International Liaison Officer (ILO) role i.e. the Officer is an ILO in training or has returned to the UK following an overseas deployment and needs a temporary post while their full time post is determined.

The below data shows that the majority of our powered roles are Officers graded 4 and 5, which are more frontline facing roles.

Workforce by Grade - Powers Split	No Powers (No.)	Powers (No.)	Total
NCA Grade 1	~	~	100
NCA Grade 2	~	~	298
NCA Grade 3	317	452	769
NCA Grade 4	668	874	1542
NCA Grade 5	826	1610	2436
NCA Grade 6	~	~	386
Grand Total	1940	3591	5531

~ denotes 10 or less, including values redacted to safeguard the identity of our Officers.

Workforce by working pattern - Powers Split	No Powers	Powers	Total
Full Time	58.29%	33.21%	91.50%
Part Time	6.64%	1.86%	8.50%
Grand Total	64.92%	35.08%	100%

Workforce by gender - Powers Split	No Powers	Powers	Total
Female	33.45%	9.87%	43.32%
Male	31.48%	25.20%	56.68%
Grand Total	64.92%	35.08%	100%

2) Workforce Diversity

We need a diverse workforce to be able to provide an effective operational response. The ability to bring different perspectives and knowledge into our teams is vital to innovatively combat newly emerging criminal threats.

The below show that the Agency is made of approximately 50% white males aged 40 and over. However, we are slowly, over time, trying to change this through initiatives such as the IOTP programme and our diversity and inclusion strategy.

Workforce by age	Percentage of Officers
16 - 19	0.07%
20 - 29	15.23%
30 - 39	22.41%
40 - 49	26.46%
50 - 59	29.41%
60 - 64	5.29%
65 & over	0.92%
Not Declared	0.20%
Grand Total	100.00%

Workforce by Gender	Percentage of Officers
Female	43%
Male	57%
Total	100.00%

Workforce by ethnicity	Percentage of Officers
White	71.62%
BAME/Other	8.73%
Prefer not to say	3.19%
Not Declared	16.46%
Grand Total	100.00%

Workforce by religion	Percentage of Officers
Christian	35.66%
Non-Christian	35.14%
Prefer not to say	5.63%
Not Declared	23.56%
Grand Total	100.00%

Workforce by disability	Percentage of Officers
Disabled	3.97%
Not Disabled	33.15%
Not Declared	62.89%
Grand Total	100.00%

a) Workforce Diversity – Commands

The below data shows a higher percentage of our Officers working a FT pattern than PT within our Operational Commands showing a deeper contrast compared to our enabling functions, where the ratio between FT and PT doesn't seem to contrast as much.

Workforce by Command - Work Pattern Split	Full Time	Part Time	Total
NCA Change	~	~	127
NCA Corporate Business Services	147	28	175
NCA Digital, Data and Technology	252	23	275
NCA Human Resources	200	41	241
NCA Intelligence	1789	151	1940
NCA Investigations	1591	126	1717
NCA Legal	~	~	54
NCA Margin	~	~	103
NCA National Economic Crime Centre	230	23	253
NCA Strategy	~	~	107
NCA Threat Leadership	509	30	539
Grand Total	5061	470	5531

~ denotes 10 or less, including values redacted to safeguard the identity of our Officers.

Workforce by Command - Gender Split	Female	Male	Total
NCA Change	54	73	127
NCA Corporate Business Services	84	91	175
NCA Digital, Data and Technology	106	169	275
NCA Human Resources	143	98	241
NCA Intelligence	854	1086	1940
NCA Investigations	644	1073	1717
NCA Legal	32	22	54
NCA Margin	51	52	103
NCA National Economic Crime Centre	117	136	253
NCA Strategy	65	42	107
NCA Threat Leadership	246	293	539
Grand Total	2396	3135	5531

This data suggests that our enabling functions tend to have more female Officers compared to our operational roles which seem to have a higher ratio of males.

b) Workforce Diversity - NCA Grades

The data shows that our lower grades tend to have a higher ratio of part time workers.

Workforce by Grade - Work Pattern Split	Full Time	Part Time	Total
NCA Grade 1	~	~	100
NCA Grade 2	~	~	298
NCA Grade 3	732	37	769
NCA Grade 4	1406	136	1542
NCA Grade 5	2216	220	2436
NCA Grade 6	~	~	386
Grand Total	5061	470	5531

~ denotes 10 or less, including values redacted to safeguard the identity of our Officers.

Workforce by Grade - Gender Split	Female	Male	Total
NCA Grade 1	26	74	100
NCA Grade 2	98	200	298
NCA Grade 3	228	541	769
NCA Grade 4	600	942	1542
NCA Grade 5	1203	1233	2436
NCA Grade 6	241	145	386
Grand Total	2396	3135	5531

Our workforce by grade split suggests that there is a higher proportion of Grade 6 female Officers, however this evens out at entry Grade 5 and at Grade 4 the split starts to shift towards a much higher ratio of males to females, with males twice as likely to be in a senior role.

c) Workforce Diversity – Spot Rate Eligibility

Upon the introduction of Spot Rates, our Officers had to voluntarily opt into the Spot Rate framework. This means a proportion of our work force (28.90%) are in Spot Rate posts whilst on the standard pay framework, these Officers are eligible to opt into Spot Rate pay at any time.

The following data tables detail Officers eligible to opt in to Spot Rate as of August 2020.

Eligibility by Gender	Female	Male	Total
Spot Rate Officers	11.21%	17.69%	28.90%
Eligible for Spot Rate	6.13%	11.41%	17.54%
Standard Pay Range	26.88%	26.68%	53.56%
Grand Total	44.22%	55.78%	100.00%

The highest percentage of Officers eligible to opt into Spot Rates are at the end of their career, 7.7% of 50-59 year olds and 4.9% of 40-49 year olds.

Eligibility by Age	Spot Rate	Eligible for Spot Rate	Standard Pay Range	Total
16 - 19	0.00%	0.00%	0.06%	0.06%
20 - 29	5.67%	1.67%	8.63%	15.97%
30 - 39	9.56%	1.83%	11.53%	22.91%
40 - 49	6.17%	4.90%	15.27%	26.34%
50 - 59	6.39%	7.70%	14.80%	28.88%
60 - 64	1.03%	1.23%	2.76%	5.02%
65 & over	0.08%	0.22%	0.52%	0.81%
Grand Total	28.90%	17.54%	53.56%	100.00%

Eligibility by Religion	Spot Rate	Eligible for Spot Rate	Standard Pay Range	Total
Christian	10.18%	6.29%	20.33%	36.80%
Non-Christian	12.06%	4.92%	19.74%	36.72%
Not Declared	5.04%	5.22%	10.37%	20.63%
Prefer not to say	1.63%	1.11%	3.11%	5.85%
Grand Total	28.90%	17.54%	53.56%	100.00%

When looking at the ethnicity of the population, we can see that Officers who identify as White are the highest percentage of Officers eligible to opt into Spot Rate (12.74%).

Eligibility by Ethnicity	Spot Rate	Eligible for Spot Rate	Standard Pay Range	Total
BAME/Other	2.08%	1.01%	5.81%	8.91%
Not Declared	3.49%	3.19%	6.35%	13.03%
Prefer not to say	1.05%	0.60%	1.71%	3.35%
White	22.28%	12.74%	39.69%	74.71%
Grand Total	28.90%	17.54%	53.56%	100.00%

Eligibility by Disability	Spot Rate	Eligible for Spot Rate	Standard Pay Range	Total
Disabled	0.91%	0.56%	2.78%	4.25%
Not Declared	17.95%	10.49%	32.02%	60.46%
Not Disabled	10.04%	6.49%	18.77%	35.29%
Grand Total	28.90%	17.54%	53.56%	100.00%

Eligibility by Sexuality	Spot Rate	Eligible for Spot Rate	Standard Pay Range	Total
Heterosexual	21.70%	11.88%	40.17%	73.76%
L / G / B	0.93%	0.22%	2.12%	3.27%
Not Declared	4.42%	4.21%	8.23%	16.86%
Prefer not to say	1.84%	1.23%	3.04%	6.11%
Grand Total	28.90%	17.54%	53.56%	100.00%

d) Workforce Diversity - Terms & Conditions

The vast majority of the NCA workforce is on the Standard Pay Range (NCA SPR), this encompasses operational as well as enabling services roles. The NCA Spot Rate (NCA SR) covers 28% of our workforce with other T&C's covering 0.5% of our organisation.

The data here suggests that those on the standard pay range who tend to have been with the Agency for a while, may be on a higher salary range, therefore the Spot Rate Structure would not be of benefit to them in terms of pay.

Officer pay range by gender	Female	Male	Total
NCA Spot Rate	11.18%	17.65%	28.82%
NCA Standard Pay Range	32.82%	37.82%	70.64%
Other T&Cs	0.18%	0.36%	0.53%
Grand Total	44.17%	55.83%	100.00%

Officer pay range by work pattern	Full Time	Part Time	Total
NCA Spot Rate	27.38%	1.44%	28.82%
NCA Standard Pay Range	63.22%	7.42%	70.64%
Other T&Cs	0.49%	0.04%	0.53%
Grand Total	91.10%	8.90%	100.00%

Officer pay range by powers	No Powers	Powers	Total
NCA Spot Rate	13.91%	14.92%	28.82%
NCA Standard Pay Range	48.07%	22.57%	70.64%
Other T&Cs	0.49%	0.04%	0.53%
Grand Total	62.47%	37.53%	100.00%

Officers on the Spot Rate pay structure tend to be evenly split on if they have powers or not.

Officer pay range by age	NCA SR	NCA SPR	Other T&Cs	Total
16 - 19	0.00%	0.06%	0.02%	0.08%
20 - 29	5.66%	10.27%	0.14%	16.06%
30 - 39	9.54%	13.29%	0.06%	22.89%
40 - 49	6.15%	20.06%	0.10%	26.31%
50 - 59	6.37%	22.29%	0.16%	28.82%
60 - 64	1.03%	3.94%	0.06%	5.02%
65 & over	0.08%	0.73%	0.00%	0.81%
Grand Total	28.82%	70.64%	0.53%	100.00%

Officer by Ethnicity	NCA SR	NCA SPR	Other T&Cs	Total
BAME/Other	2.08%	6.77%	0.08%	8.92%
Not Declared	3.48%	9.40%	0.26%	13.14%
Prefer not to say	1.05%	2.29%	0.00%	3.34%
White	22.22%	52.19%	0.20%	74.60%
Grand Total	28.82%	70.64%	0.53%	100.00%

Officer by Disability	NCA SR	NCA SPR	Other T&Cs	Total
Disabled	0.91%	3.32%	0.00%	4.23%
Not Declared	17.90%	42.18%	0.44%	60.51%
Not Disabled	10.01%	25.14%	0.10%	35.25%
Grand Total	28.82%	70.64%	0.53%	100.00%

Officer by Sexuality	NCA SR	NCA SPR	Other T&Cs	Total
Heterosexual	21.64%	51.83%	0.18%	73.65%
L / G /B	0.93%	2.31%	0.06%	3.30%
Not Declared	4.41%	12.27%	0.28%	16.95%
Prefer not to say	1.84%	4.23%	0.02%	6.09%
Grand Total	28.82%	70.64%	0.53%	100.00%

**Data is based on NCA employees on NCA Terms & Conditions.*

3) Initial Operational Training Programme (IOTP)

The NCA Initial Operational Training Programme is a 24 month blended training programme which accredits Officers as either an Intelligence Officer or Investigations Officer.

The cohort data below shows the intake of Officers undertaking the programme since last year's report. The turnover for this group is very low whilst the programme is ongoing, the diversity of these groups is represented in the IOTP diversity statistics shown on the following pages.

Cohort	Start Date	Officer Intake	Number of Leavers	Turnover
Cohort 20	2019 Intake	23	0	0%
Cohort 21		36	1	3%
Cohort 22		15	1	7%
Cohort 23		14	0	0%
Cohort 24		18	0	0%
Cohort 25		21	1	5%
Cohort 26		33	0	0%
Cohort 27		26	1	3%
Cohort 28		15	0	0%
Cohort 29		31	0	0%
Cohort 30	2020 Intake	30	0	0%
Cohort 31		48	0	0%
Cohort 32		33	0	0%
Cohort 33		58	0	0%
Cohort 34		33	0	0%
Cohort 35		48	0	0%
Cohort 36	2021 Planned Intake	32	0	0%
Cohort 37		32	0	0%

4) NCA Recruitment Activity

a) Pipeline Data

During 2020 the NCA accelerated the pace of recruitment to on-board 1500 new Officers and grow to its target strength of 6000 Officers.

The table below shows the improvement in offer between campaigns run in 2018 to 2020, with the exception of two months there has been an improvement every month.

Month	2018	2019	2020	Number difference 2019 to 2020	Percentage difference 2019 to 2020
January	62	41	213	172	520%
February	47	75	271	196	361%
March	36	114	133	19	117%
April	32	83	249	166	300%
May	25	49	215	166	439%
June	34	51	229	178	449%
July	35	86	162	76	188%
August	34	71	196	125	276%
September	45	86	229	143	266%
October	15	73	276	203	378%
November	37	71	287	216	404%
December	19	15	40	25	267%
Totals	421	815	2500	1685	307%

b) NCA Recruitment Activity – Operational Pipeline

When looking at the recruitment of operational roles we can see the challenges the Agency faces, these roles are categorised by the following headings:

- Firearms – These are Specialist roles within our Armed Operations Unit (AOU), these roles can receive the 'Expert' Spot Rate salary.
- Intelligence Officer/Analyst – These are campaigns which fill vacancies across the NCA's Intelligence command, as either an Intelligence Officer or within an Analyst team.
- Specialist Intelligence – Our specialist Intelligence teams include Forensic roles (physical or digital), Technical Operations and Human Intelligence (HUMINT).
- Investigations Officer – These are frontline roles investigating Serious and Organised Crime, which includes the arresting and interviewing of suspects.
- Specialist Investigations – Our Specialist Investigation teams include Social Workers, Financial Investigators and surveillance.
- Our Intelligent Officer/Analyst and Investigations Officer campaigns have improved considerably, however specialist recruitment has become more challenging.

Recruitment Campaigns - Offers	2018	2019	2020	Total	Number Difference	Percentage Difference
Firearms	2	18	13	33	-5	-72%
Intelligence Officer/Analyst	89	34	242	365	208	712%
Investigations Officer	101	80	142	323	62	178%
Specialist Intelligence and Investigations	70	173	102	345	-71	-59%
Total	262	305	499	1066	194	1020%

The conversion of applicant to offer continues to be low in 2020. The significant increase in applications in 2020 for Intelligence Officer/Analyst and Investigations Officer has improved however the conversion rate to applicants is still low. This has resulted in more resource intensive campaigns.

Recruitment Campaigns – Applicants & Offers	Number of Applicants	Number of offers	Percentage Conversion of Applicant to Offer
2018			
Firearms	38	2	5%
Intelligence Officer/Analyst	481	89	19%
Investigations Officer	486	101	21%
Specialist Intelligence	676	63	9%
Specialist Investigations	51	7	14%
Total	1732	262	15%
2019			
Firearms	97	18	19%
Intelligence Officer/Analyst	389	34	9%
Investigations Officer	460	80	17%
Specialist Intelligence	1694	138	8%
Specialist Investigations	340	35	10%
Total	2980	305	10%
2020			
Firearms	96	13	14%
Intelligence Officer/Analyst	1780	242	14%
Investigations Officer	1351	142	11%

Specialist Intelligence & Investigations	3002	102	3%
Total	6229	499	8%

c) NCA Recruitment Activity – Diversity

A comparison of the conversion for Experienced Investigation Officer recruitment directly to IOTP roles highlights the diversity challenges the Agency faces to reflect the population it serves.

Ethnicity

Investigation Officer recruitment	Applicants	Offers	Variation
BAME	13%	6%	-7%
WHITE	68%	82%	15%
Not provided	14%	8%	-6%
UNKNOWN	5%	3%	-2%
IOTP recruitment	Applicants	Offers	Variation
BAME	10%	8%	-2%
WHITE	56%	78%	22%
Not provided	0%	3%	3%
UNKNOWN	33%	11%	-23%

The data here within Investigations suggests applicants to offers drops off by 7% within BAME. However, comparing this to IOTP recruitment, the conversion from applicant to offer for BAME closes, suggesting we are losing less BAME candidates through this programme. Racial equality is a priority focus area for the Agency, and, as outlined in Chapter 3, the Racial Equality Working Group is working on how we build a diverse and inclusive workforce. A key part of this work is ensuring our recruitment strategies are inclusive and accessible. We are reviewing our policies and recruitment approach to increase access to interviews.

Investigation Officer recruitment	Applicants	Offers	Variation
Female	32%	42%	10%
Male	52%	57%	5%
Not provided	16%	1%	-15%
IOTP recruitment	Applicants	Offers	Variation
Female	35%	59%	24%
Male	35%	41%	5%
Not provided	29%	1%	-29%

This table highlights that whilst female conversions goes up by 10% within Investigations, this significantly increases to 24% through the IOTP programme showing another positive of the programme.

Investigation Officer recruitment		Offers	Variation
Disabled	1%	1%	0%
Not Disabled	9%	12%	3%
Not provided	90%	86%	-3%
IOTP recruitment	Applicants	Offers	Variation
Disabled	0%	2%	2%
Not Disabled	2%	8%	6%
Not provided	97%	90%	-7%

Investigation Officer recruitment	Applicants	Offers	Variation
LGB	5%	6%	1%
Non LGB	73%	80%	7%
Unknown	21%	13%	-8%
IOTP recruitment	Applicants	Offers	Variation
LGB	5%	7%	2%
Non LGB	59%	75%	16%
Unknown	36%	18%	-18%

Investigation Officer recruitment	Applicants	Offers	Variation
20 - 29	6%	20%	14%
30 - 39	10%	25%	15%
40 - 49	6%	14%	7%
50 - 59	6%	17%	11%
60 - 64	1%	1%	0%
Not Known	71%	24%	-48%
IOTP recruitment	Applicants	Offers	Variation
20 - 29	0.05	0.54	0.49
30 - 39	3%	24%	21%
40 - 49	1%	9%	8%
50 - 59	0%	1%	1%
60 - 64	0%		0%
Not Known	91%	12%	-79%

d) NCA Recruitment Activity – Internal Transfers

Over the past year, 59 staff moved from Investigations to Intelligence, and 40 moved from Intelligence to Investigations. 11 Investigations staff were promoted into Intelligence and 8 promoted from Intelligence into Investigations. Each of these Officers enhanced their importing team with their experience.

Leavers Command	Grade	Receiving Command
		Investigations
Intelligence	G1	0
	G2	1
	G3	3
	G4	7
	G5	30
	G6	0
Total		41

Leavers Command	Grade	Receiving Command
		Intelligence
Investigations	G1	1
	G2	4
	G3	8
	G4	13
	G5	35
	G6	1
Total		62

5) Productivity Statistics

a) Increase in hours

As the Spot Rate pay framework has developed, the numbers of Officers on Spot Rates working 40 hours per week has increased every year. From 2018 to 2020 there was an increase of 716 Officers on the Spot Rate framework (Grade 4 to 5), with an increase of 3 working hours per week it represents an increase in productivity.

NCA Grade	August 2018	Aug 2020	Increase in Officers
NCA Grade 1*	N/A	1	N/A
NCA Grade 2*	N/A	92	N/A
NCA Grade 3*	N/A	5	N/A
NCA Grade 4	225	582	357
NCA Grade 5	516	875	359
Total	741	1457	716

Note * G1-G3 SR Implemented in 2020

The increase in Officers of Spot Rate represents an increase in 67.55 FTE for a 37 hour week, or 62.62 for a 40 hour week.

NCA Grade	Increase in Officers since SR Implementation	Increase in Hours	Increase in FTE (37 Hours)	Increase in FTE (40 Hours)
NCA Grade 1	22	66	1.78	1.65
NCA Grade 2	92	276	7.46	6.9
NCA Grade 3	5	15	0.40	0.37
NCA Grade 4	357	1071	28.9	26.8
NCA Grade 5	359	1077	29.01	26.9
Total	835	2505	67.55	62.62

b) Wellbeing and Sickness

The Spot Rate Framework was first introduced in 2018. With the increase in hours from 37 to 40 hours compared to those on standard terms and conditions, the tables below outlines percentage of sickness days lost. It is evident that although Spot Rate Officers are working 3 hours extra a week, data suggests, that sickness levels are lower than those Officers on the standard pay range. Therefore, theoretically it seems, those Officers on Spot Rate terms and conditions represent minor productivity gain from minor sickness days lost.

You will note that even with the Agency being affected by the COVID 19 Pandemic, Spot Rate sickness levels are even lower than the previous two years. Further analysis is being conducted but this may be due, in part, to extensive working from home for Officers.

2018	Totals
Non Spot Rate	1.83%
Spot Rate	1.20%
Total	1.71%

2019	Total
Non Spot Rate	1.63%
Spot Rate	1.20%
Total	1.60%

2020	Total
Non Spot Rate	1.57%
Spot Rate	0.97%
Total	1.53%

6) Leavers - Attrition Rates

Another challenge the Agency has faced over the past 5 years has been attrition, which has been steadily increasing up to April 2020. The impact of COVID-19 has seen on average a 50% significant reduction in leavers from the Agency. Prior to this 2016-17 attrition was at 6.23%, which has risen year on year. The current expected attrition for 2020-2021 is 7.5%.

Turnover	Average monthly Leavers 16/18	Average monthly Leavers last 2yrs	Annualised Attrition 16/17	Annualised Attrition 17/18	Annualised Attrition 18/19	Annualised Attrition 19/20	Annualised Attrition 20/21
NCA Grade 1	0.6	1.5	7.87%	7.87%	15.46%	21.15%	12.4%
NCA Grade 2	1.8	2.6	8.16%	9.27%	11.07%	13.13%	11.8%
NCA Grade 3	3.7	5.2	7.20%	6.21%	7.47%	10.81%	7.3%
NCA Grade 4	5.4	7.8	4.34%	5.49%	6.41%	7.44%	5.5%
NCA Grade 5	13.2	15.0	6.06%	8.09%	8.46%	7.52%	7.5%
NCA Grade 6	3.5	4.2	11.25%	14.71%	14.97%	14.97%	11.3%
Total	28.3	36.3	6.23%	7.64%	8.48%	9.03%	7.5%

However if we remove retirements from this data we can see our attrition reduces to 6.0%. This shows the challenge we face as an organisation with an aging workforce, it is important that we recruit more Officers at the start to middle of their careers.

Turnover excluding retirement	Average monthly Leavers 16/18	Average monthly Leavers last 2yrs	Annualised Attrition 16/17	Annualised Attrition 17/18	Annualised Attrition 18/19	Annualised Attrition 19/20	Annualised Attrition 20/21
NCA Grade 1	0.5	1.0	6.82%	7.87%	9.89%	14.58%	10.1%
NCA Grade 2	1.2	1.5	5.86%	6.25%	6.25%	8.16%	7.8%
NCA Grade 3	2.6	3.5	5.78%	3.73%	4.92%	7.75%	5.2%
NCA Grade 4	3.7	5.9	2.94%	3.83%	4.92%	5.78%	4.4%
NCA Grade 5	11.5	13.2	5.11%	7.36%	7.64%	6.52%	6.4%
NCA Grade 6	3.2	3.8	9.55%	14.20%	13.94%	13.41%	9.3%
Total	22.8	28.8	4.98%	6.35%	6.94%	7.19%	6.0%

An area where attrition has been quite high has been in our Armed Operations Unit (Firearms), where a combination of an ageing workforce and high numbers of Officers moving to the police has meant the team have struggled to maintain operational capacity. In order to alleviate the issue of police transfers we have begun using the expert Spot Rate within firearms, this has meant we have reduced the number of resignations from the department by a small number compared to last year.

Calendar Year	Civil Service Transfer	Normal Retirement	Resignation	Total
2016	0	4	1	5
2017	0	2	2	4
2018	0	7	5	12
2019	2	4	3	9
2020	1	3	1	5
Total	2	17	11	35

7) Leavers - Exit Questionnaire

In order to understand the reasons for our Officers leaving, we have examined data from our exit questionnaire launched on the NCA Intranet last year, this data has been collected from April 2019 to August 2020. After retirement the table below shows that pay and benefits is still a top 3 concern for Officers within the Agency, if we don't continue our ambitious programme of reform then we risk stagnating as a law enforcement Agency.

Another reason our Officers have stated as a primary reason for leaving the Agency was worklife balance/workload, to seek different working conditions and personal circumstances (ill health/family reasons/caring responsibilities). We have seen, due to Covid-19, our Officers adapting to homeworking well (as a short term measure), and data has outlined that our sickness levels have decreased from previous years. Flexible working may have been a cause of this and partially contributed to a better worklife balance, resulting in better productivity for the Agency. A total of 53 Officers stated this for their reasons, compared to 20 Officers stating they liked their working arrangements, therefore this suggests there is a disconnect within the Agency which we should aim to rectify.

We risk seeing a high number of Officers leaving the Agency due to the pay pause, therefore if we can improve within other areas such as the above, given the top 3 reasons that Officers like working for the NCA are their teams, working on Serious Organised Crime and their roles and responsibilities, combined with improvements to the work-life balance, we could be seen to not only improving the health and wellbeing of our Officers but also in keeping talented Officers that do not necessarily list pay as their number one reason for leaving the Agency.

Your Team/Relationships
The opportunity to work on Serious Organised crime
Your Role/Responsibilities

Exit Interview - Primary leaving reason	Number of Officers
Retirement	64
Career development/promotion	55
To gain new opportunities	19
Pay and Benefits	18
Work-life Balance/Workload	16
To seek different working conditions	15
Personal circumstances (ill health/family reasons/caring responsibilities)	13
End of Planned contract/secondment/contract	11
Workplace Conflict (bullying, harassment, discrimination, line management issue)	10
Location (leaving area, work nearer home)	9
Grand Total	230

What did you like most about working for the NCA?	Number of Officers
Your Team/Relationships	97
The opportunity to work on Serious Organised crime	50
Your Role/Responsibilities	45
Working arrangements (e.g. flexible working, work-life balance)	20
Pay & Wider Benefits	7
Learning and Development Opportunities	3
Wellbeing and Support Services (e.g. Occupational Health, Employee assistance)	3
NCA Culture	2
Feeling valued/Recognition	2
Facilities (e.g. Canteen/Gym)	2
Opportunities beyond immediate role (diversity groups, staff boards etc.)	2
Total	233

Consideration period for leaving	Number of Officers
1 - 3 Months	38
4 - 6 Months	47
7 - 9 Months	17
10 - 12 Months	38
Over a year	96
Total	236

Annex B – Leapfrogged Salaries

<u>Officer</u>	<u>Salary</u>	<u>Officer</u>	<u>Salary</u>	<u>Officer</u>	<u>Salary</u>
Officer 1	£24,046.00	Officer 20	£24,745.00	Officer 39	£25,451.00
Officer 2	£24,090.00	Officer 21	£24,745.00	Officer 40	£25,451.00
Officer 3	£24,090.00	Officer 22	£24,745.00	Officer 41	£25,451.00
Officer 4	£24,125.00	Officer 23	£24,745.00	Officer 42	£25,451.00
Officer 5	£24,134.00	Officer 24	£24,768.00	Officer 43	£25,451.00
Officer 6	£24,236.00	Officer 25	£24,979.00	Officer 44	£25,451.00
Officer 7	£24,236.00	Officer 26	£25,025.00	Officer 45	£25,451.00
Officer 8	£24,236.00	Officer 27	£25,149.00	Officer 46	£25,451.00
Officer 9	£24,323.00	Officer 28	£25,212.00	Officer 47	£25,451.00
Officer 10	£24,323.00	Officer 29	£25,212.00	Officer 48	£25,451.00
Officer 11	£24,323.00	Officer 30	£25,212.00	Officer 49	£25,451.00
Officer 12	£24,323.00	Officer 31	£25,245.00	Officer 50	£25,451.00
Officer 13	£24,325.00	Officer 32	£25,245.00	Officer 51	£25,451.00
Officer 14	£24,423.00	Officer 33	£25,245.00	Officer 52	£25,451.00
Officer 15	£24,557.00	Officer 34	£25,325.00	Officer 53	£25,451.00
Officer 16	£24,745.00	Officer 35	£25,451.00	Officer 54	£25,451.00
Officer 17	£24,745.00	Officer 36	£25,451.00	Officer 55	£25,451.00
Officer 18	£24,745.00	Officer 37	£25,451.00	Officer 56	£25,451.00
Officer 19	£24,745.00	Officer 38	£25,451.00	Officer 57	£25,451.00

<u>Officer</u>	<u>Salary</u>	<u>Officer</u>	<u>Salary</u>
Officer 58	£25,451.00	Officer 77	£26,471.00
Officer 59	£25,474.00	Officer 78	£26,471.00
Officer 60	£25,551.00	Officer 79	£26,595.00
Officer 61	£25,551.00	Officer 80	£26,703.00
Officer 62	£25,703.00	Officer 81	£26,732.00
Officer 63	£25,758.00	Officer 82	£26,761.00
Officer 64	£25,922.00	Officer 83	£27,004.00
Officer 65	£25,948.00	Officer 84	£27,004.00
Officer 66	£25,948.00	Officer 85	£27,004.00
Officer 67	£25,989.00	Officer 86	£27,004.00
Officer 68	£25,989.00	Officer 87	£27,004.00
Officer 69	£25,989.00	Officer 88	£27,004.00
Officer 70	£25,989.00	Officer 89	£27,004.00
Officer 71	£26,024.00	Officer 90	£27,004.00
Officer 72	£26,146.00	Officer 91	£27,004.00
Officer 73	£26,157.00	Officer 92	£27,004.00

Officer 74	£26,157.00		Officer 93	£27,004.00
Officer 75	£26,157.00		Officer 94	£27,004.00
Officer 76	£26,466.00			