



**NCA**

National Crime Agency

# National Crime Agency

## Annual Plan

2023-2024

Protecting the public from serious and organised crime





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## Foreword by the Home Secretary



Serious and organised crime has a devastating impact on our country, threatening our national security and prosperity. We have to take on and bring to justice organised crime groups in the UK and those crime groups and networks who threaten this country from overseas. I am clear that our mission must be to reduce serious and organised crime by disrupting and dismantling the organised crime groups operating in and against the UK.

This includes stopping small boat crossings. The Illegal Migration Bill will ensure that we secure our borders, save lives in the Channel, and crack down both on the people-smuggling gangs and the abuse of our asylum and modern slavery laws. Our work with the French and our ground-

breaking partnership with Rwanda will further undermine the business model of those who trade in human cargo.

Following Russia's 2022 invasion of Ukraine, the Economic Crime (Transparency and Enforcement) Act, which received royal assent in March 2022, means we can respond even more swiftly and effectively to sanction oligarchs as well as strengthening the financial sanctions legislation. Building on this, the Economic Crime and Corporate Transparency Bill will further bear down on kleptocrats, criminals and terrorists who abuse our open economy, strengthening the UK's reputation as a place where legitimate business can thrive while driving dirty money out of the UK. We are investing in tackling the supply of illegal drugs and county lines through the 10-year Drugs Strategy. We are tackling the profound evil of child sexual abuse. We also remain deeply committed to reducing fraud, which is the largest crime in our country, damaging our prosperity and ruining lives.

We face an increasingly volatile and uncertain landscape with the continuation of Russia's unconscionable invasion of Ukraine. Criminals have shown that they are sophisticated in adapting and responding to changing environments and methodologies, and in utilising modern technology. We must stay ahead of them.

The National Crime Agency plays a pivotal role in all of this. Its mission is to protect the public from serious and organised crime which it does through degrading the most harmful organised crime groups and leading the wider law enforcement system to reduce the threat. The NCA houses specialist intelligence collection and investigative capabilities to target, disrupt and dismantle those individuals, groups and networks that constitute the highest harm threats to our people and national security.

We have seen the NCA deliver excellent results over the last year, particularly in the Combatting Kleptocracy Cell and through operations targeting drugs trafficking at UK ports. The new NCA Strategy bolsters the Agency's specialist capabilities and will grow a highly skilled workforce.

To support these efforts, the Government has increased funding by more than 20 per cent over the last two years and I have set out the following Strategic Priorities for the Agency:

- Reduce serious and organised crime in our communities by leading the law enforcement system and improving coordination with policing and other partners to tackle organised crime groups in the UK
- Reduce serious and organised crime in the UK by dismantling the highest harm organised crime groups, networks and individuals
- Reduce organised immigration crime with a particular focus on the organised crime groups facilitating small boat crossings as part of the wider Government strategy to stop small boats under the Prime Minister's 10 point plan on Illegal Migration
- Reduce fraud and combat corrupt elites, state threats, cyber crime, money laundering and other economic crime
- Enhance the security of our borders and ports by working with operational partners to dismantle the organised crime groups and networks that seek to undermine their integrity
- Play a full role in delivering the Government's objectives to reduce and prevent crime and respond to national security threats.

I look forward to seeing improvements arising from the new Strategy. And I would like to thank NCA officers for the sterling work they do on the front line of tackling serious and organised crime.



**Rt Hon Suella Braverman KC MP**

Home Secretary

# Statement by the Director General



I am pleased to introduce the National Crime Agency's (NCA) Annual plan<sup>1</sup> for 2023-2024. This year the Agency will mark its 10th Anniversary, and with it comes an opportunity to reflect on all that the Agency has achieved since it was formed in October 2013.

Serious and organised crime has a devastating impact on the public: it exploits the most vulnerable people, undermines communities and has a corrosive effect on our economy. Reducing the harm caused by serious and organised crime in the UK requires the Agency and our partners to work together to disrupt and dismantle the criminal networks responsible, improve our defences, and reduce demand.

Last year (2022-2023) we disrupted more serious and organised crime than ever before, with 4,869 recorded disruptions: more than a dozen a day. We also surpassed our target to grow our most significant disruptions against the most harmful criminals and groups in the UK and overseas by 20%, achieving 37% growth with 364 such disruptions.

Some noteworthy operational activity included:

- dismantling an organised crime group supplying 10% of the small boats used to smuggle migrants into the UK
- arresting major drug gangs and corrupt port employees and helping seize over 250 tonnes of drugs
- taking down dark websites hosting horrific child sexual abuse material
- supporting the first ever sanctioning of cyber criminals
- closing down a fraud 'boiler room' in Romania that targeted hundreds of UK victims
- working with partners in Spain and Turkey to block the supply of firearms into the UK
- close working with Barclays on Operation AGADE which resulted in the transfer of millions of pounds believed to be linked to criminal activity to the public purse.

We made important decisions to establish a secure and sustainable future for our estates and capabilities, identifying a new London headquarters, making progress on the expansion of our North West hub and creating a Transformation Director role to accelerate the benefits of our investments in technology. These decisions will drive progress and provide a solid foundation on which to build the Agency's capabilities for the future.

This year, we will focus our efforts to deliver against the Home Secretary's strategic priorities for the Agency, working in partnership across law enforcement, the UK's intelligence community, and other UK and overseas partners to drive a robust and comprehensive response. We will take a long-term strategic approach towards performing our operational role more effectively, and to enable this the

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<sup>1</sup> The NCA's Annual Plan reflects the conclusions of the Agency's internal business planning process, and is published for public record

Agency developed an ambitious five-year strategy in 2023. I have set the Agency four operational priorities for this year which are in keeping with the priorities in our Strategy and will enable the Agency to deliver on the Home Secretary's strategic priorities. These are to:

- degrade the most harmful organised crime groups, shifting our focus upstream, overseas and online to better protect the UK
- lead the operational system response to ensure that the police and law enforcement agencies are working together on the most significant threats facing the public
- transform our capabilities to match the challenges of the future
- grow a highly-skilled workforce.

Our mission is to protect the public from serious and organised crime and, with this plan, I am confident that we will strengthen our ability to do so.



**Graeme Biggar CBE**

Director General NCA

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# The National Crime Agency

The Agency was established in 2013 by the Crime and Courts Act. Its mission is to protect the public from serious and organised crime and has two main functions:

- the ‘crime-reduction function’ of ensuring efficient and effective activities to combat organised crime and serious crime are carried out (whether by the NCA, other law enforcement agencies, or other persons); and
- the ‘criminal intelligence function’ of gathering, storing, processing, analysing, and disseminating information that is relevant to, among other things: activities to combat organised crime or serious crime and activities to combat any other kind of crime.

The Agency is operationally independent, with its Director General accountable to the Home Secretary, who determines the Agency’s strategic priorities.

The Agency operates across the UK with major hubs in London and Warrington. It works closely with policing partners, including in Scotland and Northern Ireland, to ensure a unified response. The Agency is a global organisation, with liaison officers based in over 40 countries around the world.

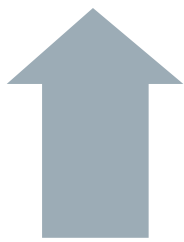
Within its statutory functions, the Agency plays several important roles:

- it holds the single, most up-to-date intelligence picture of the serious and organised crime threat facing the UK. This can be found in the [National Strategic Assessment](#) which sets out some examples of how members of the public can stay alert to the threat from serious and organised crime
- it collects and exploits data and intelligence to detect and disrupt serious and organised crime, pursuing the most serious and dangerous offenders
- it investigates and takes action (criminal justice or otherwise) against the highest-harm offenders and their enablers, including through civil recovery and tax proceedings
- it hosts and provides partners with access to national and specialist capabilities, and provides specialist support to serious and major crime investigations
- it sets operational priorities for the serious and organised crime system (including roles and responsibilities for a cross-system threat response), provides a prioritised view of demand on it, and measures and assesses Agency and national system performance against those priorities.

The Agency sits alongside policing and the UK’s intelligence community in the national security landscape.

# 2022-2023 in numbers<sup>2</sup>

In 2022- 2023, the Agency’s activity to reduce serious and organised crime in the UK led to:



4,869 total disruptions,  
including

**364**

significant disruptions<sup>3</sup>  
against those causing the  
highest levels of harm<sup>4</sup> to  
communities in the UK

More than

**100**



disruptions delivered by the Combatting  
Kleptocracy Cell against corrupt elites  
with links to the Russian State and their  
networks of enablers



**896 arrests** and **474 convictions**  
against serious and organised  
criminals and the enablers of serious  
and organised crime

Money laundering of criminal proceeds  
in the UK and by corrupt elites overseas  
tackled by a



**34%**

increase in Agency led  
disruptions (477 to 644)

The Agency’s ability to disrupt the most  
harmful fraud criminal groups rose  
significantly and there was a

**38%**

(341 to 472) increase in  
disruptions against the fraud  
threat overall



Denied **£271.5 million** of assets and  
seized **£9.2million** in cash which will  
be reinvested to protect the public from  
serious and organised crime

<sup>2</sup> Figures are from disruptions in the 2022-2023 financial year. Late reporting means that some of these figures have increased since the year end picture reported in the NCA Annual Report 2022-2023. These figures are an accurate representation of performance reporting from the 2022-2023 financial year as of 6 July 2023.

<sup>3</sup> A disruption is achieved when intentional activity led by the Agency or in support of Agency partners leads to an organised criminal group or individual being unable to operate at usual levels of activity or where the risk from a specific threat area is reduced.

<sup>4</sup> Defined as medium or major NCA-led Pursue disruptions against P1 and P2 targets. Overall disruptions also include minor disruptions, P3 and P4 targets, disruptions that are Prevent, Protect and Prepare (rather than Pursue), and that are supported rather than led by the NCA.

**88**

convictions against child sex abuse offending



**1,076**

children safeguarded or protected from exploitative criminal activity



**117%** increase in major cyber disruptions (from 12 to 26), these are assessed as having high levels of impact. Overall, the Agency's cyber crime impact in the past year rose by 16% (from 217 disruptions to 252)



**41%**

increase in disruptions against the ransomware threat

**48**

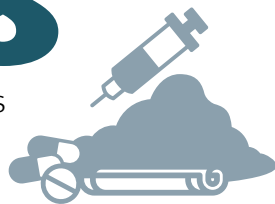


distributed denial of service websites shut down and seven suspected site administrators arrested, preventing potential significant harm to businesses and critical national infrastructure

Intelligence that contributed to the seizure of

**278**

tonnes of illegal drugs



Intelligence that contributed to the seizure of

**135**

firearms



**246** disruptions targeting organised immigration crime and a single NCA operation resulted in **39** arrests, **135** boats, **45** engines, and over **1200** lifejackets seized

# Home Secretary’s strategic priorities 2023-2024

The Government is committed to reducing serious and organised crime in the UK, stopping small boats, and protecting our national security. We will achieve this by disrupting and dismantling the organised crime groups operating in and against the UK. The National Crime Agency has a crucial role to play as the operational system leader on serious organised crime in the UK and through its action against organised crime groups in the UK, overseas and online.

The Home Secretary has set the following strategic priorities for the National Crime Agency:

## **Reduce serious and organised crime in our communities by leading the law enforcement system and improving coordination with policing and other partners to tackle organised crime groups in the UK.**

The Agency will develop and disseminate intelligence which creates opportunities to tackle harm in our communities, invest in the development and delivery of specialist capabilities which ensure that no criminals are beyond the reach of law enforcement, and provide support as appropriate to other law enforcement activity to target serious and organised crime in our communities including policing initiatives such as Clear, Hold, Build.

## **Reduce serious and organised crime in the UK by dismantling the highest harm organised crime groups, networks and individuals.**

The Agency will target the most serious offenders, disrupting those at the top of the criminal chain, those who enable their activities and those who launder the money they make. It will focus on criminals beyond the reach of local and regional policing and that require the Agency’s specialist capabilities. This includes, for example, organised crime groups with connections to the Western Balkans, drugs supply, corrupt insiders, criminal communication platforms, and the most pernicious online child sexual offenders.

## **Reduce organised immigration crime with a particular focus on the organised crime groups facilitating small boat crossings as part of the wider Government strategy to stop small boats under the Prime Minister’s 10 point plan on Illegal Migration.**

The Agency will achieve this by leading the operational system to disrupt and dismantle the groups and other enablers that facilitate organised immigration crime, in particular using small boats, and by deploying its specialist capabilities against these targets.

## **Reduce fraud and combat corrupt elites, state threats, cyber crime, money laundering and other economic crime.**

The Agency will target illicit finance, sanctions evasion, corrupt elites and their professional enablers using the full powers established under the Economic Crime (Transparency and Enforcement) Act 2022 and through the Combatting Kleptocracy Cell. It will respond to critical cyber incidents and protect the UK from the highest harm cyber threats, especially ransomware attacks, disrupting the activities and degrading the capabilities of criminals who pose a threat, wherever in the world they operate from. The Agency will also play a vital role in delivering the Government's ambition to reduce fraud in the UK by 10% as set out in the Government's Fraud Strategy published on 3 May 2023.

## **Enhance the security of our borders and ports by working with operational partners to dismantle the organised crime groups and networks that seek to undermine their integrity.**

The Agency will use its operational system leadership and wider partnerships, including internationally, to prevent organised crime groups from smuggling illegal commodities such as drugs and firearms across the UK Border.

## **Play a full role in delivering the Government's objectives to reduce and prevent crime and respond to national security threats.**

The Agency will continue to make a unique contribution to support the delivery of the Government's priorities as set out in the Integrated Review and Beating Crime Plan, including through its role as operational system leader on serious and organised crime. It will support the delivery of strategies to reduce online harms and other serious and organised crime threats, such as the Tackling Child Sexual Abuse Strategy. The Agency will continue to focus on reducing the harm suffered by the victims of serious and organised crime, and remain responsive to sharply rising or emerging organised crime and national security threats.

# NCA Strategy 2023-2028

In 2023, the Agency set a five-year Strategy to **protect the public from serious and organised crime** to which the Director General’s operational priorities for 2023-2024 are aligned. The Strategy will enable the Agency to deliver the Home Secretary’s strategic priorities. It sets out how the Agency will degrade the most harmful organised crime groups and lead the law enforcement system’s operational response to reduce serious and organised crime in the UK. Over the next five years the Agency will achieve this by focusing its activity on the four priorities below. The activity highlighted in this Annual Plan demonstrates the progress the Agency will make in achieving its long-term ambition.

## 1. Degrading the most harmful organised crime groups by:

- going **upstream** to disrupt those at the top of the criminal chain, those who enable their activities, and those who launder the money they make
- taking action **overseas**, tackling the threat at source and en route to the UK
- increasingly focusing on **online** crime to combat a critical enabler of the organised crime business model, reflecting the fact that more crime takes place online or is enabled by technology

## 2. Leading the UK’s operational response by:

- improving how the threat is understood and used to prioritise across the system
- strengthening multi-agency 4P (Pursue, Prevent, Protect and Prepare) plans to reduce the harm from each threat
- improving performance measurement across the system
- bolstering the national services and capabilities provided by the Agency to system partners
- strengthening the system response to new and emerging threats

### 3. Transforming the Agency's capabilities by:

- unlocking the value of data to drive direct operational effect
- delivering a new approach to capability development
- improving the Agency's situational awareness
- strengthening foundational capabilities as they relate to data technology and estates

### 4. Growing a highly skilled workforce by:

- better understanding the skills the Agency needs to transform workforce planning
- creating career pathways that improve officer experience
- becoming a more attractive employer through reformed pay and benefits
- improving the Agency's learning offer to meet future challenges
- establishing a more diverse workforce and inclusive culture
- embedding smarter working into the Agency's ethos

### **The Agency's Strategy and operational priorities will align with and support Government strategies, this includes:**

- Beating Crime Plan
- From Harm to Hope: A 10-year drugs plan to cut crime and save lives
- Tackling Child Sexual Abuse Strategy
- Economic Crime Plan 2 2023-2026
- Fraud Strategy
- the forthcoming Serious and Organised Crime Strategy
- Strategic Policing Requirement.

# 2023-2024: Building the foundations to deliver the operational priorities

This year’s Annual Plan details how the Agency will deliver against its Strategy and the Home Secretary’s strategic priorities and in doing so protect the public from serious and organised crime.

In 2023-2024 the Agency will prioritise the following activity as the first step toward achieving the long-term ambition in the Strategy. This includes positioning resources to best protect the UK public from serious and organised crime and by responding better to the existing and emerging serious and organised crime threats that cause the most harm to the UK public, institutions, and infrastructure.

Operational priority	To achieve this, the Agency will:
<p><b>1. Degrading the most harmful crime groups</b></p>	<p>Prioritise action against <b>fraud</b> and <b>organised immigration crime</b>.</p> <p>Continue to <b>enhance the Agency’s pipeline and tasking</b> of operational activity aimed at the highest harm crime groups and enablers.</p> <p>Develop a new <b>Agency operating model</b> to support the delivery of its operational shift upstream, overseas and online.</p> <p>Deploy the full range of NCA <b>specialist capabilities and networks</b> to increase impact across all serious and organised crime threats.</p> <p>Contribute to delivering the Drugs Strategy commitment to deliver a 20% system increase in <b>significant drugs disruptions</b>.</p> <p>Work alongside partners to protect the UK against <b>organised crime groups linked to hostile states</b>.</p> <p>Enhance the response to online child sexual abuse by <b>developing capabilities to tackle the highest harm offenders</b>.</p> <p>Increase significant disruptions against the high priority <b>organised immigration crime</b> by 40%.</p>

Operational priority	To achieve this, the Agency will:
<p><b>2. Leading the UK’s operational response to serious and organised crime</b></p>	<p>Chair <b>national governance</b> to monitor the impact of the operational shift and enhance the system performance function.</p> <p>Support UK law enforcement, HMG and overseas partners with access to <b>innovation and national capabilities</b>.</p> <p>Integrate the <b>Joint International Crime Centre with the NCA’s specialist international capabilities</b> to ensure a more effective multi-agency response to the increasing demands of territorial policing in respect of international crime.</p> <p>Lead work with stakeholders to develop the <b>National Control Strategy</b> to effectively prioritise the system response to serious organised crime across Pursue, Prevent, Protect and Prepare activity.</p> <p>Prioritise <b>countries and regions</b> where the Agency will have the biggest impact for the UK and forging new international partnerships to identify and act on opportunities to make it more difficult for organised criminals to operate across borders.</p>
<p><b>3. Transforming the Agency’s capabilities</b></p>	<p>Continue <b>digital transformation</b> to further modernise the Agency’s technology estate.</p> <p>Prioritise the <b>estates programme</b>, which aims to maximise partnerships and improve operational effectiveness through enhanced collaboration and new ways of working.</p> <p>Reduce the Agency’s <b>technical debt</b> and improve the management of <b>commercial contracts</b>.</p> <p>Strengthen <b>data exploitation</b> capabilities and make more data obtained using these capabilities available to law enforcement partners where appropriate.</p> <p>Further develop the Agency’s <b>intelligence collection</b> capabilities.</p> <p>Transition to the <b>Law Enforcement Data Service</b> (replacing the Police National Computer) along with other partners.</p>

Operational priority	To achieve this, the Agency will:
<b>4. Growing a highly-skilled workforce</b>	<p>Develop and maintain a <b>strategic workforce plan</b>.</p> <p>Develop a new <b>attraction strategy</b>.</p> <p>Accelerate <b>pay reform</b> implementation.</p> <p>Balance <b>recruitment campaigns</b> designed to attract specific skillsets with more generic campaigns that will enable recruitment in greater volumes.</p> <p>Support bulk recruitment campaigns with <b>clear learning and development plans</b> to create an agile workforce.</p> <p><b>Reduce attrition</b> to a more sustainable level.</p> <p>Roll out the <b>Agency's Officer Development Programme</b>.</p>

# Measuring impact and managing risk

## Measuring impact

Last year the Agency set the target to increase its highest impact disruptions against the most harmful criminals and groups by 50% over a three-year period (2023-2025), with a 20% target for 2022-2023. The Agency surpassed this 20% target, achieving 37% growth against baseline – a total figure of 364 disruptions. This included securing 100 or more high impact disruptions against both the drugs and child sexual abuse threat.

Fraud and organised immigration crime will be prioritised in the year ahead in line with the Home Secretary’s strategic priorities for the Agency as it continues towards its target to increase the number of highest impact disruptions against the most harmful criminals.

Steps will also be taken to ensure operational performance is more directly aligned to the implementation of the Strategy. This includes:

- developing a better understanding of the Agency’s upstream, overseas and online impact through analysis of the correlation between law enforcement output and strategic outcome
- developing a better way of demonstrating the Agency’s impact on regions and communities throughout the UK
- more detailed tracking of the impact of capital investment programmes
- setting specific deliverables against priority threats, people and capability initiatives
- measurable ambitions to improve recruitment timelines, build a more diverse workforce and deliver more effective and reliable technology.

## Managing risk

The Agency uses an enterprise risk management framework to understand, evaluate and mitigate risks across all business areas while providing assurance that controls are appropriate and effective.

In 2022-2023 the Agency committed to mitigating its five most significant corporate risks. The Agency made good progress, but delays to portfolio programmes and external factors have slowed risk reduction in some areas. The Agency also removed a number of risks from its corporate risk register having received assurance that they are being appropriately managed within departments. These include risks relating to finance, its system leadership function, and transformation portfolio.

The Agency’s portfolio programmes, particularly the digital transformation programme, will build on the progress of last year. Together with new investments, the rollout of secure devices and platforms will provide a platform for improved data exploitation and reduction of legacy technology and cyber risk.

## NCA and partners

Protecting the public from serious and organised crime relies on a system of organisations that have unique roles but a common set of goals. The domestic system in place to disrupt serious and organised crime includes, but is not limited to law enforcement, government departments, UK intelligence community, the private sector, regulators, academia, the charitable sector, and wider civil society. At the same time, the Agency works with international partners to tackle serious and organised crime threats overseas before they reach the UK.

The Agency will use its 10th Anniversary to promote its strategic objectives across government, law enforcement and other partners, identifying new opportunities for collaboration. To continue to lead the UK's operational response to serious and organised crime, in 2023-2024 the Agency will improve its partnership working and system leadership across three main sectors:

### UK serious and organised crime system

In 2023-2024 the Agency will undertake activity to strengthen and improve the effectiveness of its system leadership and its relationship with serious and organised crime system partners.

To achieve this, the Agency will continue to work with key partners including police forces and Regional Organised Crime Units, Police and Crime Commissioners, Border Force and Immigration Enforcement, and the UK intelligence community. The Agency will review and enhance its national tasking and co-ordination capability to improve the direction and tasking of intelligence-led operational activity. The Agency will also implement a new performance outcomes framework to better understand how effectively the Agency coordinates the serious and organised crime system and delivers joint priorities; support partners with access to innovation and national capabilities; and developing the National Control Strategy as a basis for cross-threat prioritisation to inform system prioritisation and improve accountability.

### Private sector, academia and civil society

The Agency will continue to partner with a wide range of organisations, recognising that the serious and organised crime threat is a far reaching one. This will include working with think-tanks and academia to improve the Agency's understanding and knowledge of future challenges and working with the private sector to champion good practice to mitigate risk in financial and technological operating environments.

### International

The Strategy seeks to improve the Agency's overseas impact to protect the UK public from serious and organised crime before it reaches the country. Effective working overseas will require strong international partnerships which the Agency will focus on strengthening in 2023-2024. This will include: prioritising key countries and regions to better understand and act where the Agency will have the biggest impact in protecting the UK; strengthening existing international relationships through the Agency's extensive International Liaison Officer network and multi-lateral relationships; embedding the Joint International Crime Centre, which will take a multi-agency approach to providing territorial policing access to international partners, intelligence and the NCA's specialist international capabilities; and preparing to host the General Assembly of Interpol in 2024.

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# Devolved administrations

Policing and criminal justice are devolved matters in Scotland and Northern Ireland. As a UK wide organisation, the NCA ensures its activity within both jurisdictions takes full account of their specific and differing legislative, operational and political requirements, whilst also respecting the primacy of the respective police forces and prosecution authorities.

The Agency works collaboratively with local, national and international partners to identify, tackle and disrupt serious and organised crime threats impacting Scotland and Northern Ireland, and remains committed to protecting their communities. In 2023-2024 the Agency will:

- ensure all relevant institutions remain engaged in the delivery of the Agency's operational objectives
- tackle new and emerging threats and support mutual strategic priorities targeting upstream enablers and high value targets causing the greatest harm to communities
- disrupt organised criminal activity with the greatest impact on local communities in Scotland and Northern Ireland
- support the operational response in these jurisdictions through the Agency's specialist capabilities and functions, including the International Liaison Officer network; establishing the UK Designated Reporting Body for child sexual abuse referrals from online service providers; and the Agency's work to tackle online criminality.

## Scotland

The delivery of the NCA's functions in Scotland is governed by the General Authorisation under Schedule 5 to the Crime and Courts Act 2013 which exists between Scottish ministers and the Director General NCA. The delivery of those functions is subject to a memoranda of understanding with both the Crown Office & Procurator Fiscal Office and Police Scotland. The Director General designates appropriately trained and qualified NCA officers with the powers of a Scottish constable. The Director General will appear before the Policing Performance Committee of the Scottish Police Authority to account for the NCA's performance and activities in Scotland.

## Northern Ireland

The delivery of the NCA's functions in Northern Ireland is governed by the General Authorisation under Schedule 5 to the Crime and Courts Act 2013. The delivery of those functions is subject to a memoranda of understanding with both the Northern Ireland Policing Board and the Police Service of Northern Ireland. The Director General designates appropriately trained and qualified NCA officers with the powers of a Northern Ireland constable. The Director General appears before the Northern Ireland Policing Board to account for the NCA's activities and performance in Northern Ireland.

# NCA resource and budget

The Agency started the financial year with approximately 5,600 full-time equivalent (FTE) officers. In 2023-2024, the Agency’s ambition is to grow the workforce by 460 FTE.

For 2023-2024, the Agency’s total budget is £859.9m. This represents an overall increase of £53.4m compared to 2022-2023, predominantly reflecting additional funding for operational priorities including the response to small boats and economic crime.

The Agency’s budget includes both vote funded Departmental Expenditure Limits (DEL) from HM Treasury and external funding from third parties, primarily other Government departments. Table 1 below demonstrates the different funding streams for the Agency in 2023-2024.

The nine bodies that provide the external funding streams decide annually whether to continue their funding of the NCA.

**Table 1: Agency budget 2023-2024**

Funding type	Resource DEL (£m)	Capital DEL (£m)	Total DEL (£m)
Vote *	535.1	107.1	642.2
External*	161.8	55.9	217.7
<b>Total</b>	<b>696.9</b>	<b>163.0</b>	<b>859.9</b>

\*Numbers based on Home Office budget delegation letter dated 4 August 2023

The figures in Table 1 are in line with the budget controls agreed with the Home Office and HM Treasury and reflect the NCA Board’s draft budgetary targets. As a non-ministerial department, the NCA requires Parliamentary approval of its vote funding for 2023-2024. The figures in Table 1 cover the costs of our planned activities.

The external funding increases reflect continued investment to deliver additional activities which will require the whole Agency to successfully deliver performance linked to the new investment.

In addition, the Agency received funding for non-cash items such as depreciation and annually managed expenditure for legacy costs such as pension liabilities. These funding streams are subject to a separate Home Office allocation process, which requests Parliamentary approval for funding to meet the actual costs incurred in the year.





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