



NCA Response to His Majesty’s Inspectorate of Policing and Fire and Rescue Services (HMICFRS) Inspections

The DG NCA must respond to reports published by His Majesty’s Inspectors of Constabulary and Fire and Rescue Services (HMICFRS) relating to their organisation. This instruction is set out in Section 55 of the 1996 Police Act.

The DG’s response covers how the NCA will act in respect of any recommendations the HMICFRS report makes and where the NCA doesn’t intend to take such action, the response must explain why that is the case.

The law requires the NCA to send these responses to HMICFRS and the Home Office and then publish within 56 days in the manner they see fit – which for NCA will publish on the External Website.

Title of Inspection	NCA Response to His Majesty’s Inspectorate of Policing and Fire and Rescue Services (HMICFRS) Inspections: An inspection into the effectiveness and efficiency of the National Crime Agency.
Date Inspection Report Published	19/05/2026
Compliance Due Date (56 days after report publication)	15/07/2026
Date Response sent to Home Secretary	
Type of Inspection	NCA Specific
NCA Quoted	Yes
Recommendations	Local - yes

NCA Response

On the 19 05 2026 HMICFRS published the report ‘National Crime Agency: An inspection of effectiveness and efficiency’. The inspection was carried out from February to June 2025, and reviewed the following areas:

- How well the NCA discharges its statutory functions;
- How well leadership, strategic direction, and culture in the NCA contribute to discharging these functions.

In carrying out the inspection, HMICFRS assessed the NCA’s performance in six main areas:

- Making and implementing strategic plans, and assessing performance;
- Managing finances and making sure the NCA is effective and efficient;
- Protecting the public from serious and organised crime





- Building, developing and supporting its workforce, and fostering a culture of integrity, compliance and inclusivity in the workplace;
- Understanding and prioritising the threat from Serious and Organised Crime (SOC);
- Investigating SOC; and
- Leading, supporting and co-ordinating a collaborative response to SOC.

HMICFRS recognised the NCA's strong delivery against our strategic priorities, our high-quality investigations into SOC, and how well we lead, support and coordinate a whole system response to SOC. It found that NCA officers showed professionalism, resilience, and a strong public service ethos. The inspection found that as well as considerable strengths the NCA faces significant challenges, most notably around our IT infrastructure and systems. To help address these challenges, it identified 12 recommendations or areas for improvement. The NCA accepts the intent of all of them. We welcome the scrutiny in these areas and work to address these concerns is well advanced. They are listed below:

- Cause of Concern: The National Crime Agency must urgently improve its IT capability and strategy.
 - Recommendation 1: By 30 September 2026, the NCA, working with the Home Office, should produce a long-term (for example, ten-year) costed IT strategy.
 - Recommendation 2: By 30 September 2026, the NCA should develop a clear three to-five-year medium-term financial strategy. This plan should reflect the financial implications of the IT strategy and agreed Home Office funding.
 - Recommendation 3: By 30 September 2026, the NCA should develop a plan that sets out a clear timescale for integrating and improving its HR and finance IT processes, and for implementing an enterprise resource planning system.
- Area for Improvement: The NCA needs to improve its corporate support function. The NCA needs a corporate support function that helps evaluate, direct and support its strategic direction and operational delivery.
- Area for Improvement: The NCA should prioritise the review of its operating model.
- Area for Improvement: The NCA needs to improve its financial monitoring and forecasting.
- Area for Improvement: The NCA should work with the Home Office to change its external funding stream arrangements.
- Area for Improvement: The NCA should develop its strategic workforce planning approach.



- Area for Improvement: The NCA should develop accurate, timely and accessible HR management information to support its HR functions and workforce planning.
- Area for Improvement: The NCA should make sure all officers record non-sensitive intelligence on one IT system.
- Area for Improvement: The NCA should increase its intelligence analysis capacity.
- Area for Improvement: The NCA should introduce consistent governance and oversight for all investigations.

NCA Director General Response:

In response, NCA Director General Graeme Biggar said: "Since our inception in 2013, our mission to protect the public from serious organised crime has been at the forefront of everything we do, so we are proud that this report recognises the NCA's strengths and impact.

"Unsurprisingly, the inspectors found that our officers show professionalism, resilience and a strong public service ethos. The crimes we investigate are some of the most damaging and harrowing imaginable, so I welcome the report's recognition that we do this very well and produce some outstanding results - often in complex and high-risk environments.

"And I am pleased to see the Inspectorate praise our collaboration with partners. The NCA leads this work on behalf of UK law enforcement and as threats become ever more online and international, this will become an increasingly important part of protecting the public.

"Nonetheless, the inspection highlights the areas where we face our biggest challenges. These were well known to us and work to address them has been ongoing for some time. In particular, we are undertaking an extensive IT modernisation programme and continuously seeking to improve culture and working conditions for officers.

"In the coming years we will be working with Government and law enforcement partners to create a new National Police Service which will build on the excellent work of the NCA and enhance our response to serious and organised crime."