



# **NCA Annual Plan 2015/16**

# The NCA's Mission and Values

## Mission

'Leading the UK's fight to cut serious and organised crime'

## Functions

As set out in the Crime and Courts Act 2013, the NCA's principal functions are:

- "Crime-reduction": securing that 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).
- "Criminal intelligence": gathering, storing, processing, analysing, and disseminating information that is relevant to any of the following:
  - a. activities to combat organised crime or serious crime;
  - b. activities to combat any other kind of crime; and
  - c. exploitation proceeds investigations (within the meaning of section 341(5) of the Proceeds of Crime Act 2002), exploitation proceeds orders (within the meaning of Part 7 of the Coroners and Justice Act 2009), and applications for such orders.

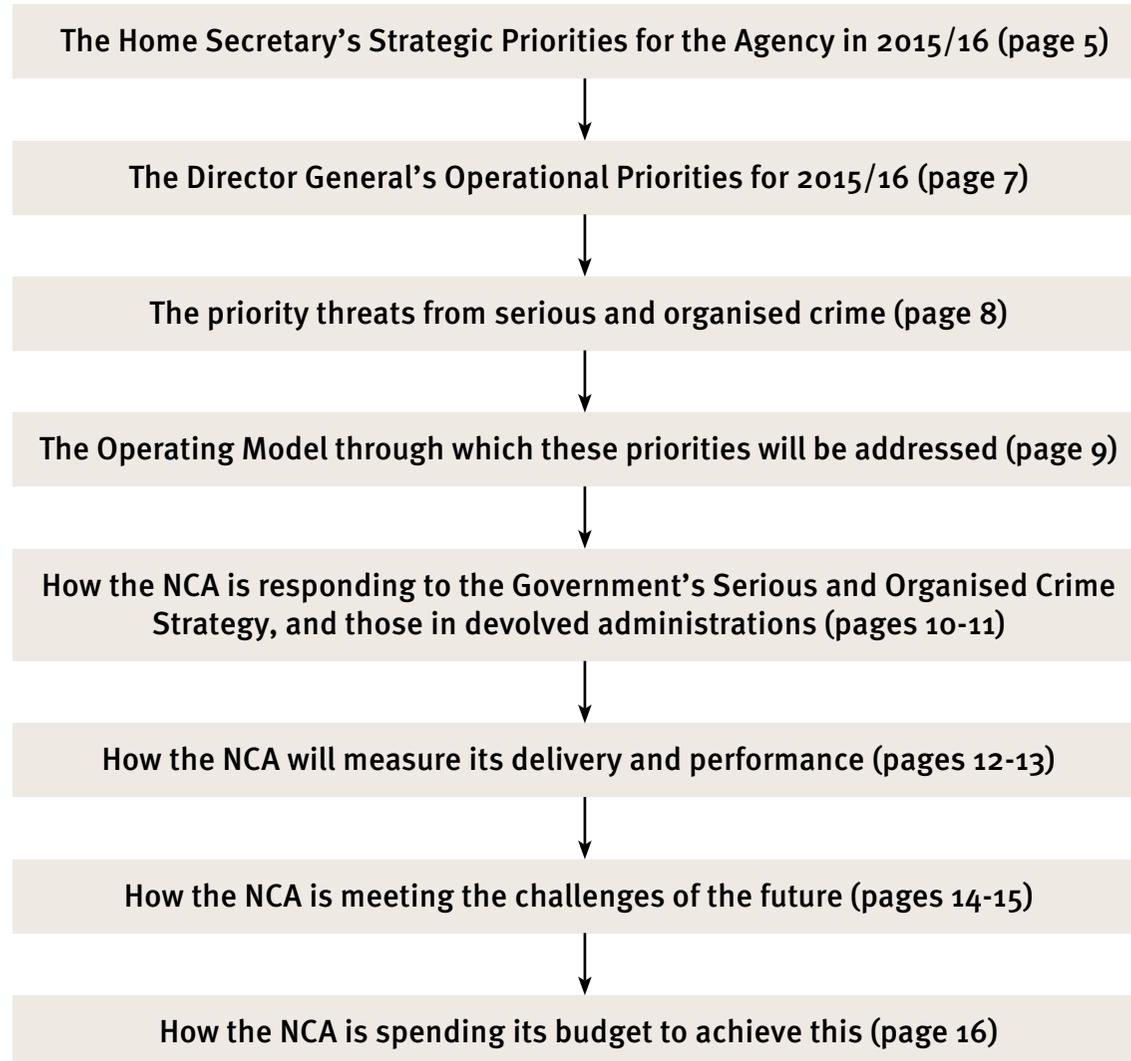
## Values & Behaviours

The NCA's values and behaviours for the Agency and its officers are:

- **F**lexibility – seeking continuous improvements to the way that we work, adapting to find solutions to difficult problems.
- **I**ntegrity – acting with the highest standards of integrity and professionalism.
- **R**espect – treating everyone with dignity and respect, valuing diversity, working in partnership, and sharing knowledge and best practice.
- **S**erving the public – being proud to put public interest at the centre of everything we do.
- **T**ransparency – being truthful, open and accountable for our actions.

# The Annual Plan

This plan is published at the start of 2015/16 and sets out the NCA's priorities, and how it plans to exercise its functions for 2015/16 in leading the fight to cut serious and organised crime. It also describes the transformational plans that it is implementing to build capabilities in order to ensure that the Agency is able to keep pace with technology and develop a workforce that meets the challenges of the future. Specifically, the plan outlines:



# Foreword by the Home Secretary



It is now nearly eighteen months since the National Crime Agency was first launched and I am delighted that it has made such an impressive start. It has helped achieve almost 1,000 disruptions against serious criminals and crime groups, securing

the arrests of 2,048 people in the UK, 1,181 arrests overseas and 415 convictions. Its activity has led to over 210 tonnes of drugs and over 700 firearms (including 165 guns) being seized, £22 million worth of assets being recovered, and over 1,300 children safeguarded or protected.

The scale and reach of a number of operations has been significant. This includes operations in this country, and overseas. One ongoing NCA-led operation into online child sexual exploitation has been unprecedented in its degree of co-operation, involving 45 police forces across England, Wales, Scotland and Northern Ireland. To date, more than 740 arrests have been made in this single investigation, and more than 510 children safeguarded or protected.

The NCA is leading our response to an array of different threats. It is pursuing those involved in the appalling crime of modern slavery, it has led a successful and well publicised campaign

to protect the public from malicious malware threats, and recently it helped to set up a Joint Money Laundering Intelligence Taskforce pilot along with the Home Office, the British Bankers' Association, the City of London Police, and other financial institutions to aid the fight against money laundering and other criminal activity.

I am pleased that this February the Northern Ireland Assembly agreed to the making of an Order which will enable the NCA to become fully operational in Northern Ireland. The people of Northern Ireland will now benefit from the full range of the NCA's capabilities, helping to make Northern Ireland and the rest of the UK a safer place and sending out a powerful message about our determination to pursue serious criminals no matter where they are.

There is no doubt many challenges remain. In the coming year, I want to see the NCA build on this excellent start. The Serious Crime Act 2015 will provide the NCA with new and strengthened powers including a new offence of participation in an organised crime group. This will ensure that we can pursue those in the wider criminal group such as corrupt and complicit professionals who knowingly turn a blind eye to the organised crime from which they profit.

Organised crime blights lives and damages communities. It is estimated to cost the UK at least £24 billion a year. We must ensure the relentless

pursuit of those who perpetrate these serious and destructive crimes. The NCA was created to be a powerful and effective crime-fighting agency. It has the mandate to task and coordinate law enforcement organisations and assets across the UK. I hope that over the coming year it will continue its tremendous work to identify, disrupt, and pursue organised criminals and ensure that they are brought to justice.

A handwritten signature in black ink, appearing to read 'Theresa May'.

**The Rt. Hon. Theresa May MP**

# The Home Secretary's Strategic Priorities for the NCA

- 1. The first priority of the Serious and Organised Crime Strategy is the highest priority for the NCA: to identify and disrupt serious and organised crime including by investigating and enabling the prosecution of those responsible ('Pursue'). The NCA will co-ordinate this work, leading and supporting operations across five main areas: organised crime; cyber; economic crime; child sexual exploitation and serious and organised crime at, and crossing, our borders.**
- 2. The NCA will support and, where appropriate, lead cross-government work, locally and nationally, to deliver the three other priorities in the Serious and Organised Crime Strategy: to strengthen protection against and reduce the impact of serious and organised crime ('Prepare' and 'Protect'); and to prevent people becoming involved in serious and organised criminal activity ('Prevent').**
- 3. The NCA will continue to develop the technical and human capabilities to deliver these strategic priorities, enabling a step change in our impact on serious and organised criminality.**
- 4. The NCA must maintain close, collaborative and productive relationships with the police and other law enforcement agencies, Police and Crime Commissioners, the intelligence and security agencies, government departments (in particular with the Home Office), local government and the private and voluntary sectors, and Devolved Administrations. Subject to protective security and legal requirements, all these relationships must be facilitated by intelligence sharing and transparency regarding NCA priorities and how these are being delivered.**
- 5. Most organised crime has an international dimension. The NCA will maintain representation in and close relationships with priority countries as an integral part of the wider UK government approach in those countries, in order to enable the disruption of all types of serious and organised crime and the delivery of all the strategic priorities stated here.**

These strategic priorities will inform NCA planning. Specific operational issues for the NCA may emerge which fall outwith these priorities but within the NCA's functions as conferred by section 1 of the Crime and Courts Act ('the Act'). The DG NCA will be responsible for determining whether or not the NCA should pursue such operations (as set out in section 4(1) of the Act). Where the DG NCA considers it necessary, he or she may consult the Home Office.

# Statement by the NCA Director General



The NCA has now completed its first full operational year, in which NCA-led and coordinated activity: achieved almost 1,000 disruptions against some of the most serious and organised criminals and their groups; safeguarded or protected over 1,300 children; seized

over 210 tonnes of illegal drugs and over 700 firearms (including 165 guns); recovered over £22 million of criminal assets; and safeguarded £100 million against theft under a single NCA-led cyber crime project. The NCA also provided support to over 50 modern slavery investigations.

Over the coming year, the NCA will continue to deliver its mission to lead the UK's fight to cut serious and organised crime.

The National Security Strategy identifies organised crime as a Tier 2 risk to the UK's national security, and cyber attacks on the UK as a Tier 1 risk. The Agency's focus will remain on the relentless disruption of high priority and priority serious and organised criminal groups and individuals, those presenting the highest risk to the UK and its communities, as well as on vulnerabilities exploited by criminals. It will continue to tackle serious and organised crime in areas that have

previously had a fragmented response and improve the response to those threats where we need to increase our impact, for example modern slavery and corruption.

Delivery of Novo, the Agency's Transformation Programme, will pick up pace in the upcoming year, and give the Agency the capabilities, shape, culture, operating model and approach that, despite a challenging budget settlement, will improve our delivery and make the UK safer. Novo will ensure that we can continue to adapt, to be flexible, and make sure that we are in the best possible position to cut serious and organised crime and protect the public.

The threats we face will also continue to evolve – as traditional 'face to face' crime decreases, criminality in the cyber sphere is on the rise, from fraud to the viewing of indecent images of children online. We need not only to keep pace with criminals, but be one step ahead of them, working with law enforcement, the private sector, across government and regulatory bodies to fight serious and organised crime. The Agency is continuing to build close and effective 'two way' partnership with law enforcement and other partners, to change the way in which the UK tackles serious and organised crime. Further details can be found in the NCA Commitments to working with partners, which will be refreshed in 2015/16<sup>1</sup>.

This plan will form the basis of how the Agency will lead, support and coordinate the operational response to the threats to the UK from serious and organised crime in 2015/16. The Agency will continue to deliver in line with the Government's Serious and Organised Crime Strategy, the aim of which is to substantially reduce the level of serious and organised crime affecting the UK and its interests and will respect the organised crime strategies of the devolved administrations<sup>2</sup>.

In early 2015, the Northern Ireland Assembly agreed the making of an Order which will enable the NCA to be fully operational in Northern Ireland<sup>3</sup>. This will allow Northern Ireland to benefit from the full range of the NCA's capabilities, making Northern Ireland and the rest of the UK a safer place and meaning that the most serious criminals can be pursued wherever they are.

My Operational Priorities for the Agency are included in this plan, however my overriding priority for the year ahead is that the Agency keeps up its relentless focus on keeping the public safe by leading the UK's fight to cut serious and organised crime.

A handwritten signature in black ink, appearing to read 'Keith Bristow'. The signature is fluid and cursive, written in a professional style.

**Keith Bristow QPM**

26 March 2015

1. The NCA Commitment to Working in Partnership with UK Operational Partners and the NCA Commitment to Working in Partnership with Police and Crime Commissioners.  
2. In Scotland, 'Letting Our Communities Flourish', and in Northern Ireland, the 'Northern Ireland Organised Crime Strategy'.  
3. Subject to specifically-designed arrangements as outlined in the Framework Document for the NCA.

# The DG's Operational Priorities

The National Security Strategy confirms that organised crime is a Tier 2 risk to the UK's national security. The NCA's National Intelligence Hub has produced a National Strategic Assessment that sets out law enforcement's shared understanding of the threats, vulnerabilities, cross cutting issues and how serious and organised crime impacts upon the UK. From the Assessment, the NCA and its operational partners have agreed a National Control Strategy which provides a framework to inform the deployment of the UK's law enforcement response against the highest risk. My Operational Priorities will ensure that the NCA's resources are deployed to greatest effect against these serious and organised criminal groups, individuals and vulnerabilities. In these, the NCA will work closely with the Devolved Administrations, respecting arrangements there. The NCA's overall Operational Priorities are:

- 1. To identify and relentlessly disrupt serious and organised criminal groups, individuals and vulnerabilities, that present the highest risk and cannot reasonably be tackled by partners; for example, those with significant national and international impact, operating across several jurisdictions with a high level of criminal sophistication.**
- 2. To ensure the NCA's response is aligned to the National Control Strategy, targeting those risks prioritised by the National Strategic Tasking and Coordination Group (NSTCG).**
- 3. To tackle enablers of crime that impact across several threat areas. For example, border vulnerabilities exploited by serious organised criminal groups and individuals to circumvent border controls, both leaving and entering the UK.**
- 4. To develop, deploy and maintain specialist national capabilities including covert intelligence, technical equipment, bureau functions and services that will assist both the NCA and its partners.**
- 5. To maintain a flexible and effective overseas liaison network that provides the conduit to work upstream with international partners – to lead, support or coordinate complex international investigations and strengthen the UK's borders, coordinating action to tackle threats before they reach the UK.**
- 6. To lead the UK law enforcement response against serious and organised crime, using the mandate to task and coordinate to ensure that UK law enforcement is deploying its assets against the highest risks as effectively and efficiently as possible. The NCA will bring partners together in joint activities to ensure that these groups, individuals and vulnerabilities are the subject of an appropriate operational response.**

# The Threat from Serious and Organised Crime

The National Strategic Tasking and Coordination Group (NSTCG), chaired by the Director General of the NCA, has agreed a National Strategic Assessment (NSA). This assessment provides a single comprehensive picture of the threat to the UK from serious and organised crime. Based on this shared understanding, the NSTCG has also agreed a National Control Strategy for 2015/16, which prioritises, as high priority, priority or significant, the threats and cross cutting issues identified in the NSA along with the serious and organised criminals and their groups operating in the UK and overseas that have an impact on the UK. Together these provide a framework that informs the deployment of the UK's resources against the highest risks. The Control Strategy outlines mitigating actions to be taken by the NCA and its operational partners in line with the Government's Serious and Organised Crime Strategy. This has informed the DG's Operational Priorities and, in turn, the prioritisation of NCA resources to target the highest priority serious and organised criminals and their groups.

The Control Strategy includes a wide range of existing and emerging threats against which the NCA will take operational action; a high-level summary of those threats posing the greatest risk is shown below.

	Child Sexual Exploitation and Abuse	Cyber	Drugs	Economic	Firearms	Organised Acquisitive Crime	Organised Immigration Crime	Money Laundering
Threats	Contact child sexual abuse	International cyber crime marketplace	Cocaine	Fraud against the private sector, individuals and charities	Firearms (including international supply, domestic supply, legitimate supply, technology and emerging trends)	Organised vehicle crime	Human trafficking & modern slavery	Money laundering
	Indecent images of children	Multinational cyber criminal (groups) targeting the UK		Heroin			Fraud against the public sector	
		Online child sexual exploitation	Major UK-based cyber criminals and criminal infrastructure				Cannabis	
	Transnational child sex offenderS	Cyber attacks targeted at UK victims	Synthetic drugs inc NPS <sup>1</sup>	Emerging new crimeware				
		Emerging new crimeware						
Cross Cutting Enablers	Corruption (cross-cutting)							
	Criminal use of internet technology (cyber-enabled)							
	Prisons & lifetime management							
	Borders vulnerabilities							
	Foreign national offenders							
	Criminal use of identity							

1. NPS – New Psychoactive Substances



# Operating Model

Drawing from the National Strategic Assessment, the National Control Strategy sets out law enforcement's priorities in response to the threats from serious and organised crime.

Using the National Control Strategy, the National Strategic Tasking and Coordination Group (NSTCG) allocates threats and cross cutting issues to multi-agency Strategic Governance Groups (SGGs). The SGGs, chaired by NCA Directors and supported by specialist threat groups where necessary, will produce a Strategic Action Plan to describe the activity to be undertaken by the NCA and its partners to mitigate the threats and risks. Each Strategic Action Plan will align with the Government's Serious and Organised Crime Strategy, outlining the activity against each of the 4Ps (Pursue, Prevent, Protect, Prepare).

A tasking and coordination cycle coordinates the national law enforcement response to threats and risks, and ensures that operational resources are used to maximum impact. National Tactical Tasking is overseen by the NCA's Deputy Director General (DDG). Decisions for tasking activity are informed by both the National Control

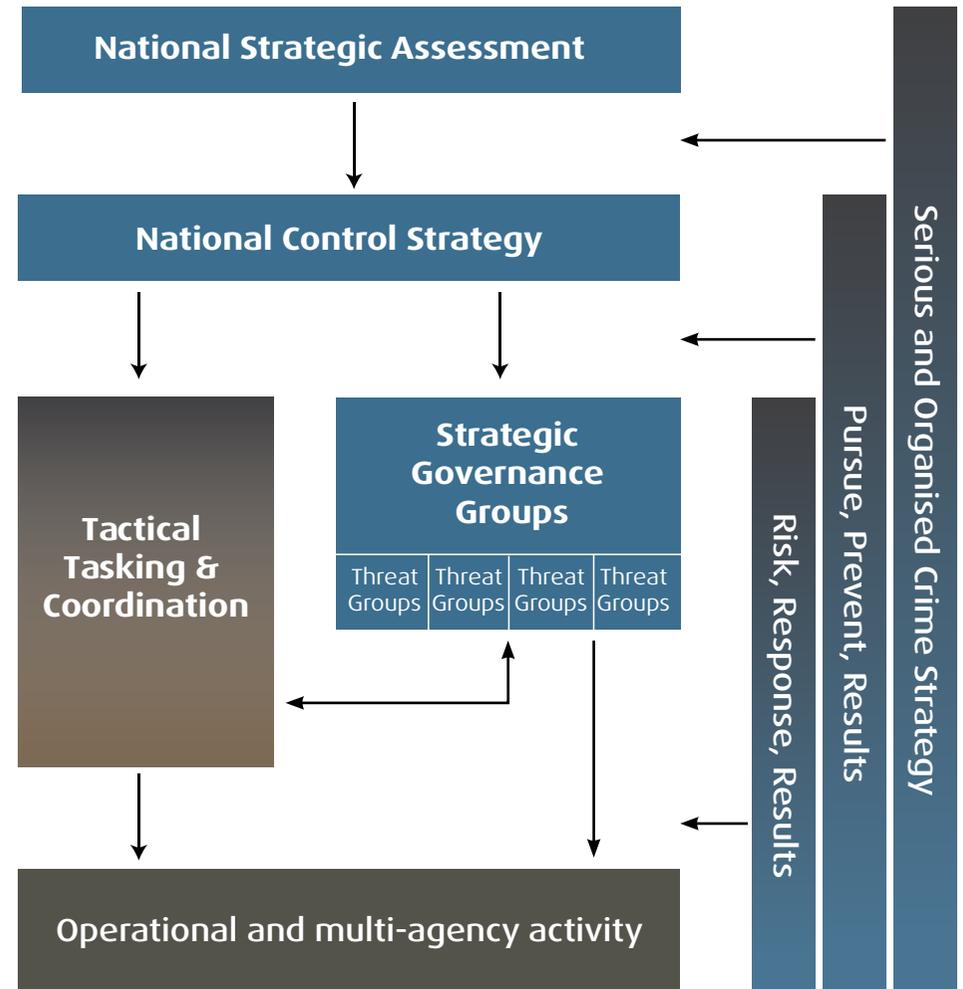
Strategy and the SGGs' Strategic Action Plans.

The SGGs are responsible for ensuring that their 4P response to the threats and risks is delivered. For all activity led by the NCA, it will be aligned to a RISK, RESPONSE and RESULTS framework:

- **RISK:** The NCA will have a view across all threat areas but will focus on what concerns what concerns UK law enforcement the most.
- **RESPONSE:** The NCA will examine the activity in place across the 4Ps and judge whether law enforcement needs to do more or less.
- **RESULTS:** The NCA will consider its wider performance and examine the Agency's contribution to the 4 KPQs.

More detail on the operating model of the Agency can be found in 'The NCA Commitment to Working in Partnership with UK Operational Partners'.

The NCA will continue to review and evolve its partnership work and operating model to ensure that it is operating as effectively as possible.



# The NCA's Response to the Serious and Organised Crime Strategy

<p><b>PURSUE</b></p> <p>Prosecute and disrupt people engaged in serious and organised criminality</p>	<ul style="list-style-type: none"> <li>• Leading, supporting and coordinating its partners to develop a single authoritative intelligence picture of serious and organised crime within the UK.</li> <li>• Focusing on the use of intelligence to better detect and assess those individuals and groups committing and enabling serious and organised crimes, disrupt their activity and bring them to justice.</li> <li>• Providing the leadership and tasking and coordination of the continuous disruption of serious and organised criminal groups, individuals and vulnerabilities through effective collaboration with Regional Organised Crime Units, police forces and other law enforcement partners and agencies.</li> <li>• Developing new capabilities to deal with developments in serious and organised crime.</li> <li>• Attacking criminal finances by recovering illicit profits from serious and organised criminal groups and individuals, or denying them access to their money and property.</li> <li>• Working internationally in priority countries to combat the full range of threats for which the NCA is responsible, aligned to the National Control Strategy.</li> </ul> <p><b>For example:</b> The NCA will work closely with overseas partners to pursue criminals abroad, including denying proceeds of crime generated in the UK even after they have been transferred out of the country.</p>
<p><b>PREVENT</b></p> <p>Prevent people from engaging in serious and organised crime</p>	<ul style="list-style-type: none"> <li>• Deterring people from becoming involved in serious and organised crime by raising awareness of the reality and consequences of committing such offences.</li> <li>• Using interventions to stop people being drawn into serious and organised crime, and using techniques to deter people from continuing in serious and organised crime.</li> <li>• Coordinating the use of prison and lifetime management disruptions as a framework for both Pursue and Prevent, including regional police units, police forces, the National Offender Management Service and other agencies.</li> </ul> <p><b>For example:</b> The NCA will use Serious Crime Prevention Orders (SCPOs) and Travel Restriction Orders (TROs) to deter those already engaging in serious and organised crime.</p>
<p><b>PROTECT</b></p> <p>Increase protection against serious and organised crime</p>	<ul style="list-style-type: none"> <li>• Coordinating the UK's efforts to protect its borders from serious and organised crime.</li> <li>• Supporting the public and private sector to improve their protective security by sharing intelligence and innovation on how to mitigate serious and organised crime threats.</li> <li>• Protecting people at risk of becoming the victims of serious and organised crime, including from fraud, child sexual exploitation and abuse, human trafficking and Modern Slavery.</li> </ul> <p><b>For example:</b> Working with industry and with partners in government to promote good cyber security practice across the UK economy.</p>
<p><b>PREPARE</b></p> <p>Reduce the impact of this criminality where it takes place</p>	<ul style="list-style-type: none"> <li>• Deploying specialist capabilities and resource to respond to both serious and organised crime incidents and other crime types that remain the responsibility of other law enforcement partners; including ensuring that law enforcement has effective capabilities to respond through the NCA's National Cyber Crime Unit, which will lead the national operational response to the most serious cyber crimes.</li> <li>• Working with communities, and for victims and witnesses, to support them in responding to serious and organised crime, including through the UK Protected Persons Service coordinated by the NCA, working with ROCUs.</li> </ul> <p><b>For example:</b> The NCA will educate young people, carers and teachers to equip them with the knowledge to report abuse and access support in order to tackle child sexual exploitation and abuse, and prevent further harm.</p>

# Exercise of NCA Functions in Scotland and Northern Ireland

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‘The crime fighting reach of the NCA will extend UK-wide and overseas, recognising and respecting the primacy of those in whose territories it operates’.

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In Scotland and Northern Ireland, responsibility for policing and criminal justice are devolved matters. As a UK-wide agency, the NCA adapts to the different operational, legislative and political environments within these jurisdictions to ensure it is correctly placed to contribute to the fight against serious and organised criminal activity across the whole of the UK.

In Scotland, the NCA will continue to work in partnership with Police Scotland and other law enforcement agencies to contribute to achieving the objectives of the strategy for tackling serious organised crime in Scotland: ‘Letting Our Communities Flourish’.

The NCA in Scotland is co-located with Police Scotland and other key law enforcement partners at the Scottish Crime Campus in Gartcosh. This co-location provides opportunity for improved intelligence exchange and pooling of resources to jointly tackle the threat from serious organised crime.

The NCA will contribute to the work of the Scottish

Serious Organised Crime Taskforce and the production of the Scottish Multi-Agency Strategy Threat Assessment.

In Scotland, the delivery of the NCA’s functions is governed by Memoranda of Understanding (MoUs) with Scottish Ministers and with the Lord Advocate’s Office. The Director General can designate appropriately-qualified NCA officers with the Powers of Scottish Constable. The NCA can conduct its own operations in Scotland with the consent of the Lord Advocate as well as complementing the investigations of Police Scotland and other Scottish law enforcement partners where the span of criminality extends into England and Wales and onto the European and International jurisdictions.

In Northern Ireland, the NCA contributed to the Northern Ireland Organised Crime Strategy and will work in partnership with the Police Service Northern Ireland and other law enforcement agencies within Northern Ireland towards achieving these objectives. The NCA continues to engage with the Organised Crime Task Force Stakeholder Group.

The Crime and Courts Act 2013 (National Crime Agency and Proceeds of Crime) (Northern Ireland) Order 2015, was laid before Parliament on 29 January 2015. The Order extends relevant NCA provisions, relevant civil recovery provisions and

relevant investigation provisions to enable the National Crime Agency to operate in Northern Ireland with full operational powers, including the ability to recover criminal assets, including the ability to request the recovery of assets overseas<sup>4</sup>. The Order reflects a package of proposals that will create clear, transparent and significant local accountability that the Northern Ireland political parties have sought. They are the result of extensive work between the Home Office, the Department of Justice for Northern Ireland, the Northern Ireland Office, the National Crime Agency and the Police Service of Northern Ireland.

On 3 February 2015, the Northern Ireland Assembly gave its consent to the making of that Order. The Order reflects a package of measures to ensure police primacy, accountability and additional oversight of the NCA’s use of covert techniques in Northern Ireland. The consent given by the Assembly reflects their support to the Government’s aim that the people of Northern Ireland should benefit from a fully operational National Crime Agency, supporting the efforts of PSNI.

The NCA is engaging with partners in the Devolved Administrations and with the Home Office to ensure that all jurisdictions within the UK understand the scope and nature of the NCA and are able to benefit from the opportunities that the Agency offers.

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4. The Northern Ireland Executive did not agree to take forward a legislative consent motion for the Agency in Northern Ireland and as a result there are at present restrictions on the Agency’s powers and activities in Northern Ireland. Part 1 of the Crime and Courts Act 2013 is subject to Schedule 24 (The NCA: Northern Ireland) and the Agency’s functions under the Proceeds of Crime Act are subject to the National Crime Agency (Limitation of extension to Northern Ireland) Order 2013.

# Disruption Assessment

NCA operational activities are tasked with the intention of disrupting serious and organised criminal groups, individuals and vulnerabilities. The NCA Disruption Manual provides a range of disruption and prevention capabilities and specialist knowledge which can be used to disrupt and cut serious and organised crime. Covert activities – such as surveillance and intelligence development – will not themselves disrupt; however, they will underpin the operational activity that does.

Any law enforcement activity that is intentionally evident to the groups and individuals is potentially a disruptive event and will be recorded and

assessed. This provides an indication of whether or not the NCA is relentlessly disrupting those involved in serious and organised crime.

The cumulative impact of all disruptive activity occurring on investigations against the highest priority groups, individuals and vulnerabilities will be regularly assessed to monitor the impact and effectiveness of these operations.

The table below sets out how the NCA will capture and measure disruptions.

<b>Who?</b>	The NCA is committed to the relentless disruption of high priority and priority criminal groups, individuals and vulnerabilities impacting on the UK.
<b>What?</b>	Disruption has been achieved when an individual or group is unable to operate at its usual level of activity for a period of time, or there has been an impact on a vulnerability. A disruption may be achieved by any activity covered by Pursue, Prevent, Protect or Prepare and will have involved some form of intervention, prompted by the appropriate agency, which has resulted in a positive output or outcome.
<b>Why?</b>	Relentless disruption of high priority and priority criminal groups, individuals and vulnerabilities is central to cutting serious and organised crime. It is one of the primary indicators of NCA activity.
<b>How?</b>	The NCA will capture all its operational activity against serious and organised criminal groups, individuals and vulnerabilities and record and assess all events aimed at disrupting them. In the case of the highest priority groups, individuals and vulnerabilities, it will also assess the cumulative impact of these events – taking into account the wider intelligence picture and applying independent professional judgement. Events and overall impact will be assessed as either: <b>Major, Moderate, Minor, None.</b>
<b>When?</b>	Assessment will take place at regular periods as part of the performance reporting regime.

# Performance

The Home Secretary holds the Director General to account for performance of the NCA against four key performance questions (KPQs) on a quarterly basis. The four KPQs are set out below:

## KPQ1

### How comprehensive is the NCA's understanding of the threats?

**High confidence in a single national intelligence picture to lead the UK's prioritised law enforcement response against serious and organised criminal groups, individuals and vulnerabilities.**

- Good level of understanding of the scale and nature of the threats.
- The mapping of serious and organised criminal groups and individuals is comprehensive and covers all threat areas.
- Good level of understanding of those serious and organised criminal groups, individuals and vulnerabilities that present the highest threat to the UK.

## KPQ2

### How effective is the NCA's response to these threats?

**The NCA relentlessly disrupts high priority and priority threats.**

- Effective deployment of resources to cut serious and organised crime
- Relentless disruption of serious and organised criminal groups, individuals and vulnerabilities through Pursue activity.
- Use of innovative and non-traditional disruptions to cut the threat from serious and organised crime through Prevent, Protect and Prepare activity.

## The NCA Vision

To be a world class law enforcement agency, internationally recognised and respected for leading the fight to cut serious and organised crime

## KPQ3

### How effective is the NCA at working with partners?

**NCA is effective at leading, supporting, coordinating and its capabilities add value to partners' activities to identify and disrupt serious and organised criminal groups, individuals and vulnerabilities.**

- Effective at leading, supporting and coordinating the national response to serious and organised crime.
- Provision of a valued and useful service to partners through the NCA's range of specialist capabilities and bureau functions.
- The NCA works effectively with international partners to reduce the threat of serious and organised crime to the UK.

## KPQ4

### How effectively does the NCA manage resources?

**An agile and flexible agency with well led and highly motivated officers having access to the capabilities required to identify and disrupt serious and organised criminal groups, individuals and vulnerabilities.**

- The NCA Novo Programme's delivery of agency Transformation on time and to budget.
- The NCA as an employer of choice with effective, highly skilled, capable and motivated officers to deliver its mission.
- The NCA's demonstration of commercial sense and sound financial management.

# NCA Change Portfolio

The NCA's Change Portfolio has three components: the Novo Programme which deals principally with transforming the operational capabilities of the agency; an IT infrastructure programme to modernise underpinning IT infrastructure; and an Information Management programme to improve systems and processes for retaining, securing, accessing and handling the NCA's information. These three components are clearly inter-dependent which is why they are being managed as a single change portfolio. The Deputy Director General is accountable to the NCA Board for delivery of this portfolio.

The IT infrastructure and IM programmes have only recently been launched. They are at the design stage and will be developed into fully resourced programmes during the year. The Novo Programme commenced formally in April 2014 to support a three year programme of change. Activity is underpinned by three sub-programmes: Science and Technology; People; and Estates. Each of these is led by an NCA director and is accountable to the

overall Novo Programme Board. Director Change and Finance is the Senior Responsible Owner (SRO) of the Novo Programme and is directly accountable to the DDG for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly, escalated appropriately and for influencing constructively the context, culture and operating environment of the project. The DDG will account for the programme at the NCA Board.

The Programme will give the agency the capabilities, shape, culture, operating model and approach that, despite challenging budget settlements, further improves the NCA's delivery. Every change that is made will be driven by the operational need and imperative to deliver at greater pace and impact on the strategic priorities set by the Home Secretary. Over the next three to five years, the strands will scope, design and then deliver:

**Science and Technology:** including all major ICT enhancements, transformational ICT projects and projects delivering operational equipment to the Agency. The NCA will be working with the Home Office to identify capability requirements and delivery options across the physical and social/behavioural sciences as well as operational research areas.

**People:** ensuring that the NCA has a structure and resource to deliver against the strategic priorities and which is aligned in terms of skills, locations, flexibility etc, to the requirements of the agency, while also being able to operate primarily in a technology enabled environment.

**Estates:** the NCA Estates Transformation Strategy aims at a major consolidation to around 17 UK sites from 35 by 2019, focusing on core hubs and co-location with regional law enforcement partners. This strategy will guide property asset management and investment decisions.

As set out in the Serious and Organised Crime Strategy, the NCA shall, wherever appropriate, seek to share operational capabilities and property services with ROCUs (Regional Organised Crime Units) and CTUs (Counter Terrorism Units). There is a joint initiative of work underway to explore those areas identified for potential synergy in the Serious and Organised Crime Strategy<sup>5</sup>.

5. The NCA, police, the Home Office and other agencies are working together to develop and deliver an ambitious programme of work which includes specific focus on collaboration against vulnerabilities at the border, in prisons, and from cyber crime.

# Novo Delivery Approach

The first part of Novo, which commenced in 2014/15 and continues into 2015/16, is mainly focused on:

- **Foundation** activities, such as the modernisation of our desktop and the provision of remote working solutions for NCA officers;
- **Alignment** activities, such as the changes to the NCA’s governance and command structures; and
- **Early delivery** of new structures, skills and capabilities such as the National Intelligence Hub.

The second part of the Novo programme is focused on:

- **Maximising Current Capabilities** including the value we get from existing systems;
- We will also make some **Incremental Investments**, such as new technologies to manage bulk data, improved mobile data for specific roles within the agency and the provision of improved video conferencing facilities;
- Novo will also continue to invest in developing the analytical and investigative skills through **Skills Development** activities; and

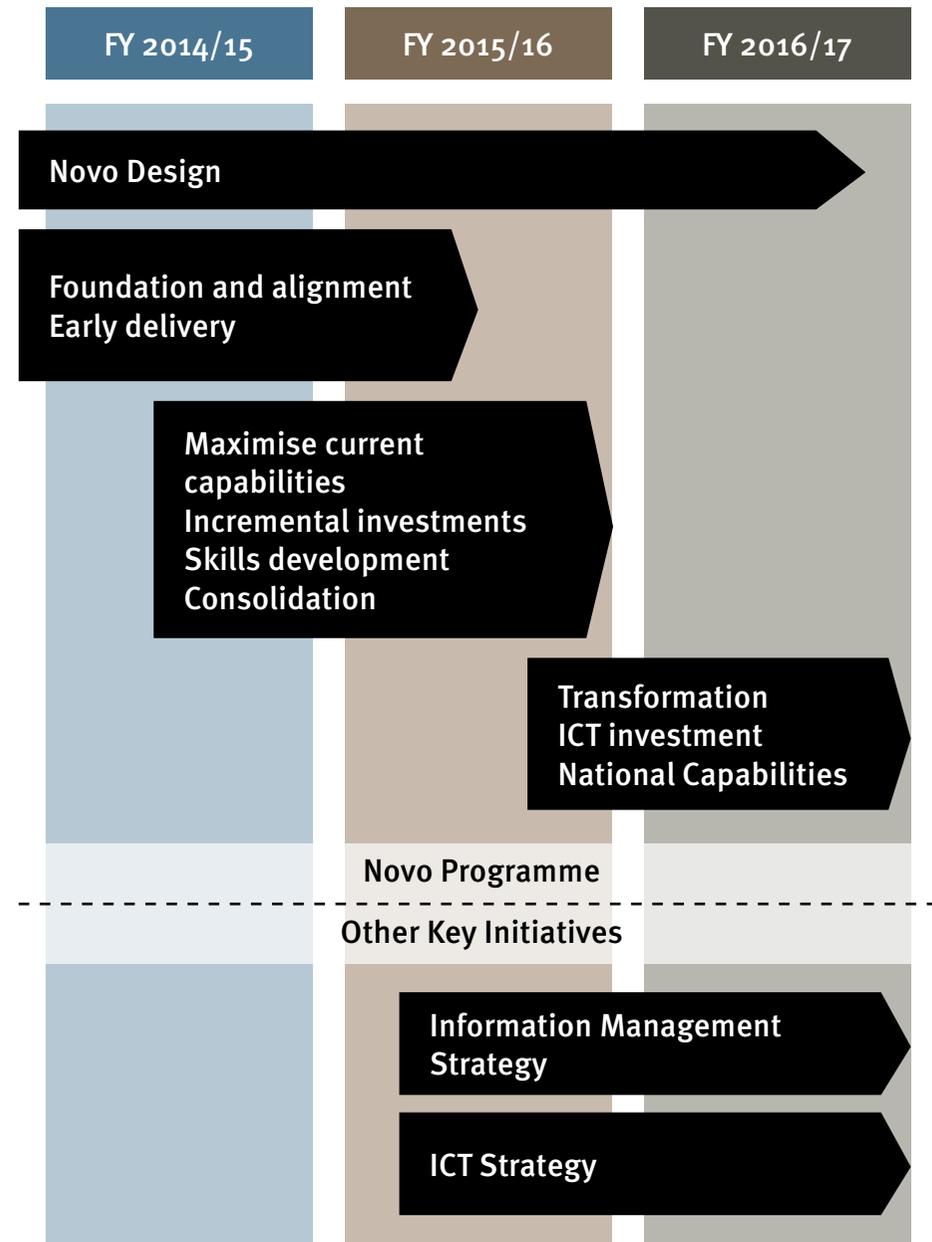
- We will improve the performance of operational support functions through **Consolidation** and improved alignment, which will drive down cost.

It is anticipated that the third part of the programme will focus on:

- **ICT Investment.** We plan to consolidate the range of Case Management Systems across the NCA and create stronger integration with our Criminal Justice partners. We will also seek to deliver an Enterprise Resource Management solution in partnership with other agencies if appropriate;
- **Transformation.** We will continue to develop our capabilities on Data Exploitation and expect to make significant investments in new capabilities in this area; and
- **National Capabilities.** We expect that the national direction on Regional Organised Crime Units (ROCU) and Counter Terrorism capabilities will become clearer and will increasingly influence the focus and direction of the Novo Programme.

**Figure 1 illustrates how the NCA has translated programme priorities into the Novo implementation plan:**

Figure 1:



# NCA Resources

The NCA is a Non-Ministerial Government Department and secures its funding directly through its own Supply Estimate, Voted by Parliament. For 2015/16, the NCA has:

- A resource Departmental Expenditure Limit (DEL) of £408m.
- A capital DEL of £40m.

The figures reported are in accordance with budget controls agreed with the Home Office and HM Treasury and reflect NCA Board-approved budgetary targets. The NCA, as a Non-Ministerial Department, requires Parliamentary approval of its Vote funding for 2015/16. Until Parliamentary approval is granted, the figures reported are indicative.

These budgets cover the costs of the full range of NCA activities over the coming year, set out elsewhere in the Annual Plan, excluding income received from other sources.

NCA budgets 2015-16	£m
Resource DEL	408
<i>of which: Administration</i>	28
<i>Programme</i>	380
<i>of which: depreciation</i>	37
Capital DEL	40
Total DEL (excluding depreciation)	411

# Annex A: NCA Governance & Accountability

The NCA is a Non-Ministerial Department. The Director General is appointed by, and directly accountable to, the Home Secretary and, through the Home Secretary, to Parliament. The Home Secretary determines the strategic priorities for the NCA and will hold the Director General to account for the effective discharge of the NCA's functions, with the support of Home Office officials. The Director General has independent operational command of NCA activities. The role and responsibilities of the Home Secretary, the Government, and Devolved Administrations are set out in greater detail in the **Framework Document** for the NCA.

To ensure that the NCA is an open and transparent agency, the Director General has a statutory duty to make arrangements for publishing information, set out in Annex A of the Framework Document and to publish such information about the exercise of the NCA's functions and other matters relating to the NCA.

The NCA will be subject to inspection by relevant statutory bodies in England and Wales and those in the Devolved Administrations. There will be a zero tolerance approach to corruption and a timely and appropriate response to complaints from the public.

The NCA Director General is responsible for everything the NCA does operationally and administratively. He is the leader of the NCA and ultimately responsible for the appointment, direction of, and designation of powers to, its officers. As Accounting Officer, he is responsible for the NCA's expenditure and accounting arrangements.

The Director General chairs the NCA Board which includes non-executive members. In line with Government best practice, the responsibility of the Board includes providing strategic clarity, commercial sense, talent management and performance monitoring of the NCA.

The Deputy Director General is responsible for leading the day-to-day operations of the Agency and is directly accountable to the Director General. The Deputy Director General drives the performance of the NCA and is responsible for the operational delivery of the Agency's law enforcement response to serious and organised crime.

## The Board of the NCA is:

<b>Keith Bristow QPM</b>	Director General (Chair)
<b>Phil Gormley QPM</b>	Deputy Director General
<b>Johnny Gwynne</b>	Director CEOP Command
<b>Tim Symington</b>	Director of Change and Finance (temp)
<b>Sue Steen</b>	Director Corporate Services (temp)
<b>Donald Toon</b>	Director Economic Crime Command
<b>David Armond QPM</b>	Director of Intelligence and Operations
<b>Jamie Saunders</b>	Director National Cyber Crime Unit
<b>Ian Cruyton</b>	Director of Organised Crime Command (temp)
<b>Justin Dowley</b>	Non-Executive Director
<b>Jane Furniss CBE</b>	Non-Executive Director
<b>Dr Stephen Page</b>	Non-Executive Director

NCA Director of Specialist Investigations **Trevor Pearce CBE QPM** is leading Operation Stovewood, an independent investigation examining criminal allegations of non-familial child sexual exploitation and abuse.

The Board is additionally attended by advisers and observers as invited by the Chair.

The Board is supported by a number of sub-Committees, including an Audit and Risk Assurance Committee chaired by a Non-Executive Director.

Summary records of Board meetings and of Board Members' Registers of Interests, gifts and hospitality, and expenses are published on the NCA **website**.

