



NCA

National Crime Agency

NCA Annual Plan 2016-17

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The NCA's Mission and Values

Mission

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

The Annual Plan

This Annual Plan is published at the start of 2016-17 and sets out the NCA's priorities, and how it plans to exercise its functions for 2016-17 in leading the fight to cut serious and organised crime. It also describes the plans that the agency is implementing to ensure that it keeps pace with technology and develops an elite workforce that meets the challenges of the future. Alongside this, the NCA continues to work closely with law enforcement and other partners, locally, nationally and internationally, to ensure the agency leads an effective, end to end, response to the threats from serious and organised crime, and to react quickly and decisively to changing threats and criminal techniques.

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 and Behaviours

The 'FIRST' values and behaviours for the agency and its officers are:

- **Flexibility** – seeking continuous improvements to the way that we work, adapting to find solutions to difficult problems.
- **Integrity** – acting with the highest standards of integrity and professionalism.
- **Respect** – treating everyone with dignity and respect, valuing diversity, working in partnership, and sharing knowledge and best practice.
- **Serving the public** – being proud to put public interest at the centre of everything we do.
- **Transparency** – being truthful, open and accountable for our actions.

Foreword by the Home Secretary



I established the National Crime Agency to be a powerful national body with the right influence and reach to tackle serious and organised crime at a local, national and international level. In the last two years, the NCA has gone from strength to strength with an already impressive track record in disrupting complex and varied threats against the UK.

This annual plan marks the beginning of the next stage of the NCA's development, under the new leadership of Director General Lynne Owens. The NCA's development will be based on a greater focus on intelligence and the leadership in the face of a rapidly changing threat. Cyber crime, organised immigration crime, firearms, and the exploitation of children are all crimes that require new and renewed focus, as this plan sets out.

The Government has protected the NCA budget to enable this work to progress and this plan sets out how that money will be invested to make the NCA a law enforcement agency for the 21st century, with new digital and investigative capability. The NCA must continue to develop the capabilities and relationships necessary to combat the threat from serious and organised crime, working in partnership with local, national and international law enforcement bodies to deliver maximum impact.

The Director General leads and coordinates the whole of the UK law enforcement effort against serious and organised crime, a major national security threat. That threat costs the UK more than £24 billion a year and erodes the prosperity and security of all of us in the UK and overseas. The NCA has a stronger mandate than any previous organisation and this plan puts that into action ensuring that these crimes are tackled forcefully and efficiently. That means working smarter as well as harder and developing innovative partnerships with the private and voluntary sectors such as through the Joint Money Laundering Intelligence Taskforce and the ThinkuKnow programme. The NCA is key in protecting potential victims as well as targeting the criminals.

All of this is challenging, but as the Director General makes clear, the NCA's job is to make the UK a safer place and this plan sends out a powerful message about our determination to pursue serious criminals no matter who or where they are.

A handwritten signature in black ink, which appears to be 'T. May'.

The Rt. Hon. Theresa May MP

The Home Secretary's Strategic Priorities for the NCA

1. Serious and Organised Crime is a threat to the UK's national security. The aim of the Government's Serious and Organised Crime Strategy is to substantially reduce the level of serious and organised crime affecting the UK and its interests. The Strategy has four components: prosecuting and disrupting people engaged in serious and organised crime (Pursue); preventing people from engaging in this activity (Prevent); increasing protection against serious and organised crime (Protect); and reducing the impact of this criminality where it takes place (Prepare).

National Crime Agency

2. Within the context of the Government's overall Strategy, the agency sits at the apex of the law enforcement response to serious and organised crime. It will set the national operational agenda for tackling it. The agency will lead operations, provide support to others - locally, regionally, nationally and internationally - and coordinate activity to ensure an efficient and effective law enforcement response, prioritised against the most serious threats and vulnerabilities.

Strategic Priorities

3. The agency has four strategic priorities:
 - a. The relentless disruption of serious and organised crime which affects the UK and its interests,** to reduce the threat and protect the public.
 - b. Produce and maintain the national threat picture for serious and organised crime affecting the UK and its interests,** through the collection, assessment, and reporting of intelligence. The NCA should identify emerging trends and threats.
 - c. Lead, coordinate and support a UK and international response to serious and organised crime,** developing collaborative relationships with the police, law enforcement, security and intelligence agencies in the UK and overseas. The NCA should also work closely with the Devolved Administrations, local Government and the private and voluntary sectors focusing on areas and activity which will have the greatest impact in terms of reducing the threat to the UK and its interests.
 - d. Enhance the organisation's human and technical capabilities,** in order to more effectively and efficiently reduce the threat from serious and organised crime. The NCA's workforce must have the skills and tools to address current and future threats.

4. These strategic priorities will inform NCA planning. Specific operational issues for the NCA may emerge which fall outside these priorities but within the NCA's functions as conferred by section 1 of the Crime and Courts Act 2013 ('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, she may consult the Home Office.
5. The NCA will work closely with the Home Office to develop and maintain a robust performance framework against which the agency's work will be regularly assessed. The performance assessment will be based on a set of indicators to be agreed with the agency.

Statement by the NCA Director General



This plan sets out how the NCA will lead, coordinate and support the operational response to the threat to the UK from serious and organised crime, and outlines my operational priorities for the year ahead. The agency will continue to deliver against the Government's Serious and Organised Crime Strategy and will respect the organised crime strategies of the Devolved Administrations.

Serious and organised crime is changing rapidly and becoming more complex. Whilst it has a significant detrimental impact on local communities, its origins and networks stretch beyond the local, to national and often international arenas. It is therefore vital that the agency develops and flexes its capabilities and resources to mitigate that threat, working closely with police, law enforcement and other partners in the UK and overseas, to provide a tailored and effective end to end response. Our joint work must result in the UK becoming a more hostile place for serious and organised criminals to operate.

We will deliver clarity on how we lead and contribute to that process internationally, nationally, regionally and locally leveraging all of the UK's law enforcement assets and capabilities to ensure that maximum impact against the threats is achieved at every level.

The NCA will enhance its intelligence capabilities to present a confident and credible threat picture, improve operational effectiveness and bring offenders to justice. Through a holistic understanding of the threats we will be able determine, along with our partners, the most appropriate response according to specific operational needs, acknowledging the impact that we can have in local communities by tackling the activities of criminals often located in other parts of the country or overseas.

We will build on the UK's great tradition of policing by consent, explaining the agency's role and creating an open dialogue to improve public confidence.

The NCA welcomes its funding settlement in the spending review and will continue to seek out more effective and efficient ways of operating in the public interest. This will enable greater investment in new and enhanced capabilities to tackle the threats from serious and organised crime as they develop. A key aspect of this will be delivered through our Transformation Programme. I am determined that this programme will deliver the capabilities, capacity, culture and operating model required to secure our role as a modern, internationally-recognised law enforcement agency.

The NCA will take a leading role in programmes of work led by the Home Office and the National Police Chiefs' Council looking at the provision of specialist capabilities

across law enforcement. Our involvement in this work will allow us to identify the specialisms which are best developed and delivered once, nationally, ensuring we collectively make best use of our resources to protect the public from serious and organised crime threats.

I am delighted to have been appointed to lead the National Crime Agency and I look forward to building on the successes achieved since its inception. This is a role which is, first and foremost, about protecting the public. I want that to be in every NCA officer's mind every day. We cannot achieve that mission alone however, and I will ensure that we work with our partners to lead a world class response to the serious and organised crime threat.

A handwritten signature in black ink, appearing to read 'Lynne Owens', written in a cursive style.

Lynne Owens CBE QPM MA

The NCA Director General's Operational Priorities

The NCA's National Strategic Assessment (NSA) articulates law enforcement's shared understanding of the serious and organised crime threats impacting upon the UK. From the NSA, the NCA and its operational partners agree a National Control Strategy (NCS) which allows UK law enforcement to prioritise its response against the highest risks.

The Director General's Operational Priorities set out what the NCA will do both in respect of its own activity and in support of law enforcement and other partners at home and overseas. These are:

1. To continually enhance the intelligence picture of the serious and organised crime threats to the UK. To use that intelligence picture to flex law enforcement's collective resources against the changing threats.
2. To operate proactively at the high end of high risk, undertaking significant investigations resulting in offenders being brought to justice through prosecution, or, if that is not possible, disrupted using other means.
3. To lead, task, coordinate and support operational activity, proactively sharing intelligence, assets and capabilities with partners at local, regional, national and international levels. The NCA will prioritise the threats and allocate clear roles and responsibilities aligned with the 4Ps of the Serious and Organised Crime Strategy.
4. To develop, deploy and maintain those specialist capabilities and services that are best delivered nationally for the benefit of all of UK law enforcement, including covert intelligence, technical support and specialist bureau functions.
5. To tackle the highest risk vulnerabilities and enablers that facilitate criminals' illegal activities which threaten our safety and security.
6. To maintain a targeted and responsive overseas liaison network, allowing the NCA to identify and tackle organised crime threats before they reach the UK; supporting complex international investigations and working with partners to strengthen the UK's borders.

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 the National Strategic Assessment (NSA) and the National Control Strategy (NCS). The NSA gives the most comprehensive picture of the threat to the UK from serious and organised crime. The NCS provides a framework for flexibly deploying the UK's collective resources to catch or disrupt more serious and organised criminals. The NCS has identified the following **five national priorities** for response: **child sexual exploitation and abuse, organised immigration crime, firearms, cyber crime and high-end money laundering.**

The following table indicates the relative priority of sub-threats by threat area with criminality in Band 1 representing the highest level of threat to the UK and that in Band 3 the lowest in relation to the rest.

| | CSEA | Cyber | OIC | Economic | Firearms | OAC | Drugs | Money Laundering | BC & Sanctions Evasion | MSHT | |
|----------------------------|--------------------------------------|---|-------------------------------------|----------------------------------|---|-------------------------|-----------------------------|-----------------------------|--------------------------------------|---|--------------------|
| Threats | Contact sexual abuse of children | The cyber crime marketplace | Facilitation of illegal immigration | Fraud against the public sector | Firearms - international supply | Organised vehicle crime | Heroin | High-end money laundering | International Bribery and Corruption | Trafficking children and young adults | |
| | | Multi-national cyber OCGs | | Fraud against the private sector | | | | | | Firearms domestic and legitimate supply | Commercial robbery |
| | Transnational child sexual offenders | UK-based cyber criminals and infrastructure | Clandestine people smuggling | Insider dealing/market abuse | Firearms advance technology and emerging trends | Commodity crime | Cocaine | Cash-based money laundering | Sanctions evasion | Trafficking of adults for sexual exploitation | |
| | | | | False documents | | | | | | Fraud against the individual | Wildlife crime |
| | Online child sexual exploitation | High volume, low impact attacks on UK victims | Abuse of legitimate means to remain | Counterfeit currency | Firearms advance technology and emerging trends | Wildlife crime | New Psychoactive Substances | Cash-based money laundering | Domestic bribery and corruption | New and emerging exploitation threats | |
| | | Emerging new crime ware | | | | | | | | | |
| | Cross Cutting Enablers | Criminal use of internet | | | | | | | | | |
| | | Borders | | | | | | | | | |
| | | Prisons | | | | | | | | | |
| | | Criminal use of identity | | | | | | | | | |
| Foreign national offenders | | | | | | | | | | | |

CSEA – Child Sexual Exploitation and Abuse
 OIC – Organised Immigration Crime
 OAC – Organised Acquisitive Crime

MSHT – Modern Slavery and Human Trafficking
 CVIT – Cash and Valuables in Transit

 Priority Band 1  Priority Band 2  Priority Band 3

National 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.

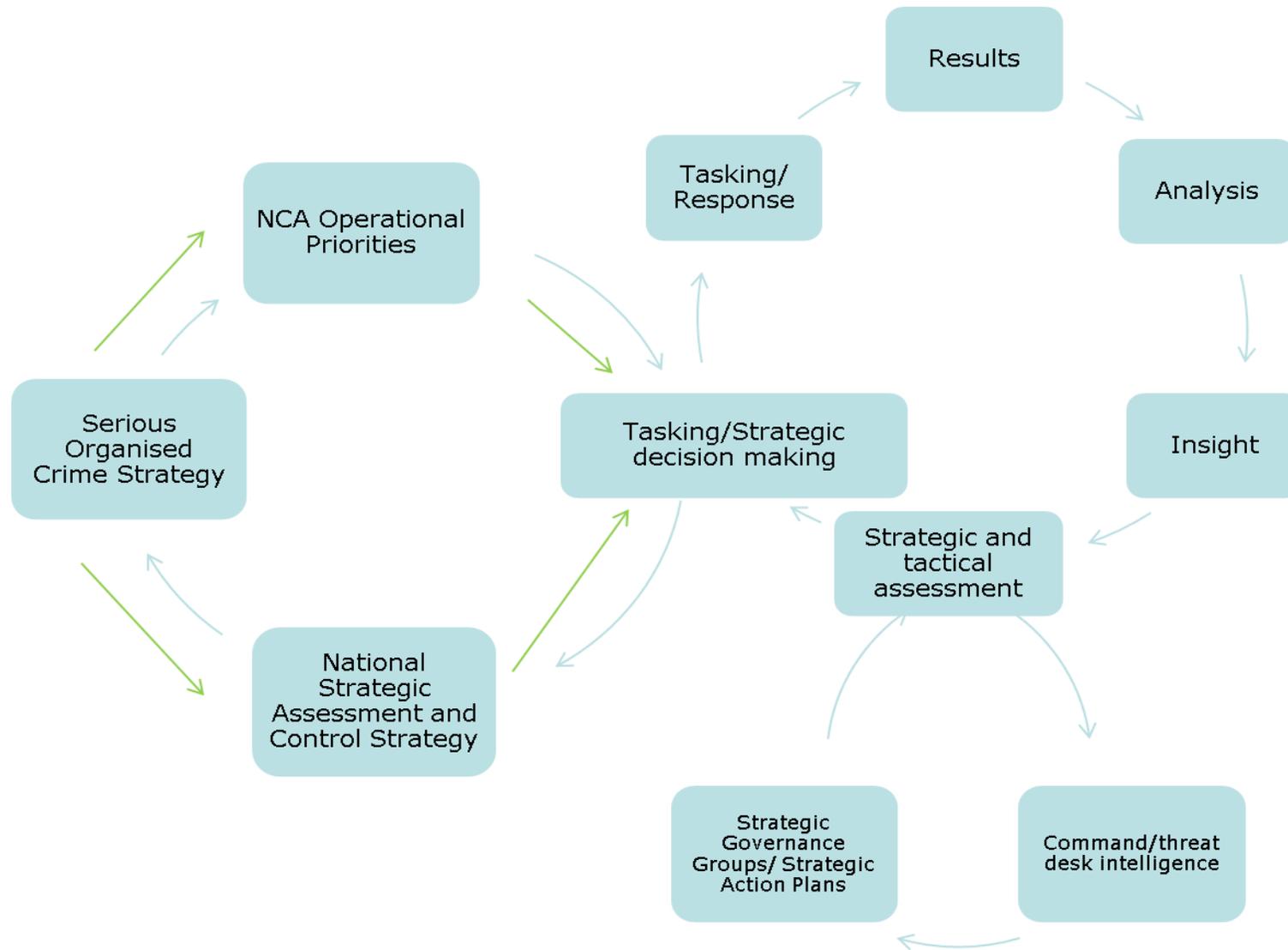
Using the National Control Strategy, the National Strategic Tasking and Coordination Group (NSTCG) allocates threats and cross-cutting issues to multi-agency Strategic Governance Groups (SGGs). The SGGs, chaired by NCA Directors, and specialist threat groups where necessary, produce Strategic Action Plans to describe the activity to be undertaken by the NCA and its partners to mitigate the threats and risks. Each Strategic Action Plan aligns with the Government's Serious and Organised Crime Strategy, outlining 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. Decisions for tasking activity are informed by both the National Control Strategy and the SGGs' Strategic Action Plans. 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 SGGs are responsible for ensuring that their 4P response to the threats and risks is delivered. All activity led by the NCA 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 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.

National Operating Model Process



The Response of the NCA to the Operational Priorities

1. To continually enhance the intelligence picture of the serious and organised crime threats to the UK. To use that intelligence picture to flex law enforcement's collective resources against the changing threats.

We will:

- Use the NCA's intelligence capability to improve the picture of emerging threats in the UK and abroad in order to take action against them.
- Develop our intelligence skills in order to enhance overall law enforcement understanding of the intelligence picture.
- Publish the National Strategic Assessment, which will make key judgements on the serious and organised crime threats facing the UK, on behalf of UK law enforcement.
- Issue alerts and updates to inform the discussions regarding changes in the level of threat.
- Provide information to the public on how they can protect themselves against becoming victims of serious and organised crime, including fraud; child sexual exploitation and abuse; and cyber-enabled crime.
- Fully engage in the National Security processes in respect of serious and organised crime in order that the intelligence picture is informed by the NCA.
- Support the public, private and third sectors in improving their protective security by sharing intelligence products on how to mitigate serious and organised crime threats, through initiatives such as the Joint Money Laundering Intelligence Taskforce.
- Respond and introduce changes to law enforcement's intelligence collection following the introduction of relevant legislative change.
- Continue to improve how the NCA works with law enforcement and partners through the tasking process and more broadly to ensure the prioritisation of response against the most serious threats.

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

We will:

- Identify the criminal markets (for example firearms; organised immigration crime; CSEA; international corruption and others) and disrupt the crime groups involved, arresting and bringing to justice priority offenders.
- Work alongside partners in the public, private and third sectors, internationally and, using the new National Cyber Centre, make the UK a hostile environment for cyber criminals to operate, disrupting criminal infrastructure and bringing offenders to justice both in the UK and overseas.

- Ensure investigations are conducted in accordance with all relevant legislation including the Victims' Code and Section 11 of the Children Act 2004 (or the relevant guidance and obligations for Scotland and Northern Ireland). Use the NCA's full range of capabilities to better identify key criminals and groups and to maximise the collective law enforcement impact.
- Work with UK and international partners to take appropriate action against key criminals and groups who impact at all levels.
- Work with others on large-scale operations with multiple victims, particularly in child sexual exploitation and abuse investigations.
- Invest in resources, including officer training and technology, in order to meet the changing needs of investigations.
- Deploy the full range of disruption and intervention techniques to prevent people from becoming engaged or continuing in serious and organised crime. This will include warning letters for those involved on the periphery of organised crime.

3. To lead, task, coordinate and support operational activity, proactively sharing intelligence, assets and capabilities with partners at local, regional, national and international levels. The NCA will prioritise the threats and allocate clear roles and responsibilities, aligned with the 4Ps of the Serious and Organised Crime Strategy.

We will:

- Work with law enforcement agencies to identify the most significant offenders and coordinate the operational response needed to address their activity.
- Lead operational activity, with full intelligence support, against the most significant criminals impacting on the UK at local, national and international levels.
- Work with others to improve the Organised Crime Group Mapping process.
- Manage and coordinate the Strategic Governance Group process and the national tasking mechanisms, ensuring they are effective, proportionate and efficient.
- Align capabilities at local, regional, national and international levels, with the priority threat areas and ensure significant capability is developed in areas such as cyber and financial crime investigation.
- Work with regulators and professional bodies to drive out those in key professions such as accountancy and the law who enable criminals to launder money.
- Work with communities, victims and witnesses, to support them in responding to the effects of serious and organised crime.

4. To develop, deploy and maintain those specialist capabilities and services that are best delivered nationally for the benefit of all of UK law enforcement, including covert intelligence, technical support and specialist bureau functions.

We will:

- Attack the motivation for most serious and organised crime by denying criminals access to the profits of their crimes, using every legal means, in partnership with prosecutors; including criminal confiscation, civil recovery and taxation.
- Work with international agencies such as the Financial Action Taskforce, the Five Eyes' Law Enforcement Group (FELEG), WeProtect, G7 countries, Europol and INTERPOL to ensure developments in capabilities are identified for use in the UK.
- Engage with the Home Office and National Police Chiefs' Council programmes of work (such as looking at the provision of specialist capabilities) to ensure that the response to serious and organised crime, including the overlap with counter-terrorism policing capabilities, by the NCA and partners is effective and appropriate.
- Provide specialist services and effective UK bureau functions for and on behalf of partners and share and deploy specialist assets and capabilities in support of partners' operational activity.

5. To tackle the highest risk vulnerabilities and enablers that facilitate criminals' illegal activities, threatening our safety and security.

We will:

- Lead the Joint Money Laundering Intelligence Taskforce, a partnership between the financial sector regulators and law enforcement to share information on money laundering, bribery and corruption risks to help drive illicit funds out of the UK financial system.
- Coordinate the use of prison and lifetime management disruptions, for example working with prosecutors to apply Serious Crime Prevention Orders (SCPOs).
- Work with academics and others to improve understanding of and promote policy responses to, vulnerabilities and enablers of organised crime.
- Work with Government to ensure the legal framework allows serious and organised crime to be adequately targeted and respond to legislative changes to maximise law enforcement impact.
- Educate those who are unwittingly facilitating serious and organised crime or are vulnerable to becoming victims, through media and education such as the ThinkUKnow¹ programme.

¹The ThinkUKnow programme is an educational resource which offers a wide range of information and support to enable young people to keep themselves safe both online and offline.

- Lead a cross government / law enforcement taskforce seeking to break the business model of international organised crime groups, particularly those involved in organised immigration crime.

6. To maintain a targeted and responsive overseas liaison network, allowing us to identify and tackle organised crime threats before they reach the UK; supporting complex international investigations and working with partners to strengthen the UK's borders.

We will

- Lead the protection of the UK's borders from serious and organised criminals through the establishment of Joint Border Intelligence Units and joint working with partners focused on the cross-border threats to the UK.
- Work internationally in priority countries, identifying fugitives and combating the full range of threats for which the NCA is responsible, aligned with the National Control Strategy.
- Regularly assess and review the locations of the NCA's international liaison officers to ensure they are able to operate in jurisdictions which are priorities for the UK, in consultation with other relevant UK government partners.

The NCA's activities are aligned to the Government's Serious and Organised Crime Strategy, which is structured around the 4Ps. The NCA Annual Report and Accounts for 2016-17 will report on how the NCA has discharged its statutory functions and provide commentary on NCA activity set out in this Annual Plan and across the 4Ps.

Exercise of NCA Functions in Scotland and Northern Ireland

'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'.

In Scotland and Northern Ireland, 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, law enforcement agencies, and other public, private and third sector partners, in order to contribute to the objectives of Scotland's Serious Organised Crime Strategy, which was refreshed in June 2015. The NCA is co-located with Police Scotland and other key law enforcement partners at the Scottish Crime Campus in Gartcosh. This co-location provides for improved intelligence exchange and pooling of resources to tackle the threat from serious and organised crime. The NCA will contribute to the work of the Scottish Serious Organised Crime Taskforce and the production of the Scottish Multi-Agency Strategic Threat Assessment.

The delivery of the NCA's functions in Scotland is governed by Memoranda of Understanding (MoU) with Scottish Ministers and with the Lord Advocate's Office. The Director General can designate appropriately-qualified NCA officers with the Powers of a Scottish Constable. The NCA conducts 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, particularly where the span of criminality extends into England and Wales and onto European and international jurisdictions.

In Northern Ireland, the NCA contributes to the revised Northern Ireland Organised Crime Strategy and works in partnership with the Police Service of Northern Ireland (PSNI) 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 and a number of its subgroups.

Since 20 May 2015, the NCA has been fully operational in Northern Ireland. With the activation of the NCA's constabulary powers, the scope of the NCA's crime-fighting capability within the jurisdiction has expanded. This is reflected in the breadth and nature of the new activity the NCA is now able to undertake and the enhanced support that the NCA is able to provide to law enforcement partners, especially PSNI. This includes undertaking operations within the PSNI force area,

and operations centred outside Northern Ireland, where organised crime groups have an impact that spreads beyond national and international boundaries and into Northern Ireland. NCA officers will continue to carry out a range of criminal investigations in collaboration with PSNI in Northern Ireland, recognising the specific legislation and regulations in place.

In developing its plans for the year ahead, the NCA will continue to engage widely in Northern Ireland. The NCA respects the importance of community oversight and monitoring in Northern Ireland and will ensure that all its activities are fully cognisant of the operating context, engagement and accountability arrangements within the area. All NCA officers exercising functions in Northern Ireland are required to complete training on the PSNI Code of Ethics and pass an exam before they are allowed to exercise functions in Northern Ireland. A breach of the code of ethics by an NCA officer in Northern Ireland will be treated by the NCA as a disciplinary matter.

The Director General of the NCA will attend the Northern Ireland Policing Board and will provide quarterly performance reporting on the exercise of the NCA's functions in Northern Ireland. The NCA has regard to the PSNI policing plan when setting out how its functions will be exercised in Northern Ireland, consulting, as necessary, with the Chief Constable PSNI, to assist in PSNI's reporting and accountability responsibilities to the Northern Ireland Policing Board.

The NCA will participate in the new cross jurisdictional Joint Agency Taskforce, which will build on existing policing efforts in Northern Ireland. This was introduced as a result of 'A Fresh Start: The Stormont Agreement and Implementation Plan', which was agreed by the Northern Ireland Executive and the British and Irish governments in November 2015.

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.

Disruption Assessment and Performance Reporting

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, either in support of NCA activity or that of other law enforcement partners.

Any law enforcement activity is potentially a disruptive event and will be recorded and assessed. This assessment provides an indication of whether or not the NCA is relentlessly disrupting those involved in serious and organised crime, and will be used to inform decision making and performance reporting.

The NCA will continually review and monitor what and how disruptions are captured and measured and how it works with partners.

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

| | |
|--------------|---|
| Who? | The NCA is committed to the relentless disruption of those groups, individuals or vulnerabilities that present the greatest threat to the UK. |
| What? | A 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 effect on a vulnerability, and this has impacted on the threat. 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 against a threat. |
| Why? | Relentless disruption of groups, individuals and vulnerabilities is central to cutting serious and organised crime. It is one of the primary indicators of NCA activity. |
| How? | 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. Events and overall impact will be assessed as either: Major, Moderate, Minor, None. It is recognised that all assessments incorporate a degree of subjectivity, therefore to mitigate this and to ensure consistency, all disruptions are assured through an independent moderation process with a panel attended by external stakeholders. |
| When? | Assessment will take place regularly as part of the performance reporting regime. |

Key Performance Questions

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.

| | |
|--|---|
| <p>KPQ 1. How comprehensive is the NCA’s understanding of threats?</p> | <p>KPQ 2. How effective is the NCA’s response to these threats?</p> |
| <p><i>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.</i></p> <ul style="list-style-type: none"> • 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. | <p><i>The NCA relentlessly disrupts high priority and priority threats.</i></p> <ul style="list-style-type: none"> • 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. |
| <p>KPQ 3. How effective is the NCA at working with partners?</p> | <p>KPQ4. How effectively does the NCA manage resources?</p> |
| <p><i>The NCA is effective at leading, supporting and coordinating and its capabilities add value to partners’ activities to identify and disrupt serious and organised criminal groups, individuals and vulnerabilities.</i></p> <ul style="list-style-type: none"> • 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. • Effective working with international partners to reduce the threat of serious and organised crime to the UK. | <p><i>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.</i></p> <ul style="list-style-type: none"> • The NCA Transformation Programme’s delivery of agency transformation on time and to budget. • Be the employer of choice with effective, highly skilled, capable and motivated officers to deliver its mission. • Demonstrate commercial sense and sound financial management. |

In 2016-2017, the NCA will focus attention on those criminals who believe themselves 'untouchable'. The NCA's activity will exploit all opportunities for their prosecution and disruption through collaborative working with law enforcement partners. No criminal should be beyond law enforcement's reach, and combating this form of 'sophisticated' offending that has previously been resilient to law enforcement activity will be a priority activity over the coming year. The agency will place a greater emphasis on these targets to match the focus that has previously been given to tackling organised crime groups and cross cutting vulnerabilities. The agency will monitor and review the impact of its activity against these criminals and will regularly assess its performance and disruptive activity in this area.

The volume of disruptions against each threat, alongside a measure of criminal justice and other outcomes, contributes to the NCA's assessment of performance against each of its KPQs. The NCA will also use a range of quantitative and qualitative data to assess the delivery of the KPQs.

Whilst the NCA's performance should not be measured in volume terms alone we would expect to see an increase in activity across the highest priority threat areas, with a continued realignment across law enforcement that sees the agency taking on those operations that are beyond the reach of local policing, whether through their international links and complexity or requirements for specialist capabilities, to tackle the most serious criminality affecting the UK. The agency will cease to undertake those operations that could be carried out by local forces, ensuring that it focuses its resources in the areas that can add most value.

In 2016-2017, the NCA will apply greater scrutiny to the assessment of performance against each threat using a RAG score, consistent with the Serious Organised Crime Strategy. In addition, in 2016-2017, the NCA will develop and apply a more sophisticated measure of assurance and impact to assist in determining the extent to which we have met our organisational priorities and KPQs.

During the coming year the agency will accelerate its work to develop shared capabilities that can be deployed against both national security threats of terrorism and organised crime. With a priority focus on developing new ways to improve operational agility to tackle the availability and use of firearms the NCA will build on steady progress to date, through joint work led by the Home Office and National Police Chiefs' Council.

As part of the new Operating Model, the agency will develop a more enhanced review and performance function to determine whether prioritisation and tasking decisions are effective, proportionate and sufficiently tackle the threat from Serious and Organised Crime.

Transforming to meet future challenges

The NCA's Transformation Programme is working to improve the NCA's capabilities as an intelligence-led and digitally-driven organisation.

Programme purpose

Building on earlier phases, the next phases of the programme will ensure that the agency's strategic direction is based on national threat assessments, the NCA's operational priorities and aligned with the Serious and Organised Crime Strategy (4Ps).

It will maintain the alignment between strategic threats on the horizon, operational activity and enabling functions, to:

- Ensure the organisation remains responsive to rapidly changing threats;
- Enable the NCA to understand, respond flexibly and continually assess its effectiveness in protecting the public;
- Ensure officers are able to develop the necessary skills to deliver against the NCA's operational priorities at the highest level;
- Deliver an intelligence function which forms a coherent, common threat picture based on exploitation of all-source intelligence;
- Ensure that collection is based on clear intelligence requirements, able to support operational requirements of crime in action;
- Enable collaboration and knowledge sharing in all forms and configurations across the NCA, police forces, key industry partners and Government agencies;
- Deploy capabilities to respond to the threat with flexibility and reach in the UK and overseas, and with full recognition of the interrelationships with the activities of partners; and
- Support the NCA's retained statutory functions and commitments made to partners in alignment with the NCA's mission.

Programme Governance

The Deputy Director General (DDG) is accountable to the NCA Board for the delivery of the Transformation Programme. The DDG chairs the NCA Investment and Change Committee which oversees the investment process across the NCA ensuring that the overall Transformation Programme is delivering the agency's vision.

The Director of Change and Finance is the programme's SRO and the programme has oversight from the Cabinet Office's Major Projects and Infrastructure Authority.

Programme Budget

The Government has agreed to protect the NCA's budget as the agency leads UK law enforcement's fight to cut serious and organised crime. In addition, and as a result of the Spending Review announced in Autumn 2015, new capital investment of over £200 million will be available over the period 2016–20, to transform the NCA into a world-leading law enforcement agency, with new digital and investigative capability to tackle cyber crime, child exploitation and the distribution of criminal finances.

This work will be underpinned by the agency's IT Strategy, which will move the NCA to a modern, simplified IT estate and core platform, and by the work of NCA Corporate Services to focus on the delivery of the People Strategy, Estates Strategy and the fleet and transactional services review.

NCA Financial Resources

The NCA is a Non-Ministerial Government Department and secures its funding directly through its own Supply Estimate, Voted by Parliament. For 2016-17, the NCA has:

- A resource Departmental Expenditure Limit (DEL) of £427.7m.
- A capital DEL of £50m.

The figures reported are in accordance with budget controls agreed with the Home Office Officials 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 2016-17. Until the final settlement is agreed with the Home Office, 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 and funding received from other sources.

| NCA budgets 2016-17 | £m |
|------------------------------------|--------------|
| Resource DEL | 427.7 |
| <i>of which: Administration</i> | 31 |
| <i>Programme</i> | 396.7 |
| <i>of which: depreciation</i> | 43.7 |
| Capital DEL | 50 |
| Total DEL (excluding depreciation) | 434 |

NCA Governance and 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 holds 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 roles and responsibilities of the Home Secretary and Government 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, as 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 agency.

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 the NCA both operationally and administratively, and is responsible for the appointment, direction of, and designation of powers to, its officers.

As Accounting Officer, the NCA Director General is responsible for the NCA's expenditure and accounting arrangements.

The Director General chairs the NCA Board which includes non-executive directors. 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:

| | |
|-----------------------------|---|
| Lynne Owens CBE, QPM | Director General (Chair) |
| David Armond QPM | Deputy Director General (temporary) |
| Gerry Cantwell | Director, Technology Command and Chief Information Officer |
| Ian Cruxton | Director, Organised Crime Command (temporary) |
| Johnny Gwynne | Director, CEOP Command |
| Jamie Saunders | Director, National Cyber Crime Unit |
| Sue Steen | Director, Corporate Services |
| Tim Symington | Director, Change and Finance |
| Donald Toon | Director, Economic Crime Command |
| Mark Webster | Director, Intelligence and Operations Directorate (temporary) |
| Justin Dowley | Non-Executive Director |
| Jane Furniss CBE | Non-Executive Director |
| Dr Stephen Page | Non-Executive Director |

The Board is additionally attended by advisers and observers as invited by the Chair, and is supported by committees, including the 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.