



**NCA**

National Crime Agency

# **The NCA Commitment to Working in Partnership with UK Operational Partners**

**August 2015**

# The NCA Commitment to Working in Partnership with UK Operational Partners

## Introduction

1. The NCA's mission is to lead the UK's fight to cut serious and organised crime<sup>1</sup>. Part 1 of the Crime and Courts Act 2013 ('the Act') provides the framework which puts the NCA at the centre of the policing landscape.
2. 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')<sup>2</sup>. The NCA's operational priorities, determined by the Director General (DG), will guide its day-to-day decision making.
3. The NCA's Framework Document, which was laid before Parliament in October 2013<sup>3</sup> and updated in April 2015, sets out the roles and responsibilities of the DG of the NCA, which apply to NCA activity both in the UK and overseas. Part 7 of the Framework Document provides:
  - 'The NCA will work collaboratively with other government departments, UK police forces<sup>4</sup> and UK law enforcement agencies<sup>5</sup>, ('UK law enforcement Partners') and Island police forces<sup>6</sup> and law enforcement agencies ('Island Partners').
  - The DG will establish a strong relationship with the Scottish Police Authority and the Northern Ireland Policing Board in respect of the Agency's activity in Scotland and Northern Ireland. The NCA will be an active member of the Northern Ireland Organised Crime Task Force and the Scotland Serious Organised Crime Task Force'.
4. The NCA acknowledges the benefit of open and transparent working relationships with partners who can deliver operational activity to disrupt serious and organised crime, such as UK police forces and UK law enforcement agencies<sup>7</sup> (referred to hereafter as UK operational partners), the Security and Intelligence agencies, and other government departments also tasked with ensuring a secure and resilient UK under National Security objectives.

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<sup>1</sup> This is aligned with the aim of the Serious and Organised Crime Strategy which is to substantially reduce the level of serious and organised crime affecting the UK and its interests. It will contribute to the Government's objective to cut overall crime and to the National Security objectives of ensuring a secure and resilient UK and shaping a stable world.

<sup>2</sup> The first strategic priority for the NCA is set by the Home Secretary.

<sup>3</sup> Pursuant to para 6 (2) (c) of Schedule 2 to the Crime and Courts Act (2013).

<sup>4</sup> Within England and Wales, this means a police force maintained under section 2 of the Police Act 1996; the metropolitan police force and the City of London police force (para 16 (1) of the Crime and Courts Act 2013).

<sup>5</sup> UK law enforcement agencies include, but is not restricted to, any other person operating in England, Scotland, Northern Ireland or Wales charged with the duty of investigating or prosecuting offences (apart from a UK police force) ((para 16 (1), Part 1 of the Crime and Courts Act 2013)

<sup>6</sup> Island police forces means the States of Jersey Police Force; the salaried police force of the Island of Guernsey and the Isle of Man Constabulary (para 16 (1), Part 1 of the Crime and Courts Act 2013 and Sec 7 of the Framework Document (Working in partnership)

<sup>7</sup> As identified in Part 1 of the Crime and Courts Act 2013 – including Commissioners for Her Majesty's Revenue and Customs and the Director of the Serious Fraud Office.

5. **The NCA Commitment to UK operational partners is that it will:**
- **Identify, assess and disrupt serious and organised crime – including Priority and High Priority organised crime groups (OCGs), individuals and vulnerabilities;**
  - **Develop and deploy specialist national capabilities which are not easily available (or normally affordable) to partners;**
  - **Act when there is an immediate need for urgent action; and**
  - **Act where activity is beyond the capability of partners.**
6. This document sets out in more detail how the NCA Commitment will work day-to-day. It is vital that the NCA has effective two-way working relationships with UK operational partners in order to leverage the collective knowledge and skills of all agencies to cut serious and organised crime<sup>8</sup>. This document details:
- How the NCA will work with UK operational partners to cut serious and organised crime;
  - How the NCA will work with UK operational partners to determine who is best placed to lead on operational activity; and
  - The range of NCA specialist assets and capabilities available to UK operational partners.

## **How the NCA will work with UK operational partners to cut serious and organised crime**

7. The overall mission of the NCA is to lead the UK's fight to cut serious and organised crime. The NCA:
- Has a multi-skilled workforce with the specialist capabilities to undertake operations to cut serious and organised crime across the UK, and to provide specialist support to UK operational partners;
  - Has a wide remit to tackle serious and organised crime, strengthen the UK border, fight economic crime and cyber crime and protect children and young people from sexual abuse and exploitation. The NCA provides leadership in these areas through the:
    - CEOP Command (CEOP)
    - Economic Crime Command (ECC)
    - National Cyber Crime Unit (NCCU)
    - Organised Crime Command (OCC)
    - Intelligence and Operations Directorate (IOD), including the National Intelligence Hub, Intelligence Collection, Investigations, Borders, International and Specialist Support
  - Works with partners to maintain an authoritative UK intelligence picture of serious and organised crime (the National Strategic Assessment (NSA)) to drive joined-up operational activity. This is undertaken by a multi-agency National Intelligence Hub

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<sup>8</sup> As per the Framework Document, there are specific arrangements to secure this with Scotland and Northern Ireland.

(within IOD), incorporating the national Organised Crime Fusion Centre (OCFC);

- Ensures that the UK's response to serious and organised crime is joined up by coordinating and tasking the national response, enabling the NCA to prioritise its effort and effectively deploy its resources locally, regionally and nationally, as well as at the border and overseas. For example, the NCA has posted Senior Managers as Regional Organised Crime Coordinators (ROCCs), and other NCA officers as appropriate, to work with Regional Organised Crime Units (ROCU) to help to manage the national/regional co-ordination of our activities;
- Has an international leadership role, working with partners to cut serious and organised crime through a network of International Liaison Officers (ILOs); and
- Delivers operational results with partners through the use of operational capabilities, flexibly deployed across the threat areas identified in the NSA to deliver criminal justice outcomes, asset denial, prevention and other disruption activity.

## How the NCA will work with UK operational partners to determine who is best placed to lead on operational activity

8. "NCA functions" are exercisable on behalf of the Crown. Section 1 of the Act sets out the NCA's functions, which includes the NCA 'crime reduction' function and articulates how that function can be discharged by the NCA. This states that the NCA is required to deal with both the quantity of activities undertaken to combat serious and organised crime (by undertaking certain activities itself and by getting others to undertake more such activities); and the quality of such activities (by improving the efficiency and effectiveness of such activity).
9. To underpin this function, the Act provides for two-way voluntary tasking and assistance arrangements between the NCA, UK law enforcement partners and Island partners and, in the event satisfactory voluntary arrangements cannot be made, or cannot be made in time, the Act provides that the Director General may issue a direction to a chief officer of an England and Wales police force or the chief constable of the British Transport Police (with the latter case subject to the consent of the Secretary of State for Transport). The Act further confers on NCA officers and others, a duty to cooperate in the exercise of functions. Wherever possible, the NCA will work collaboratively with law enforcement partners to ensure that any cooperation is voluntary and based on shared priorities and shared strategic goals.
10. The NCA will also provide opportunities to draw on the NCA's specialist capabilities and will not charge for services provided to partners, or support afforded to local and regional police capabilities, unless by exception and agreement.
11. The NCA's directed tasking and assistance arrangements in regard to an England and Wales police force will, as a matter of policy, also extend to Border Force officers or other Home Office officials who carry out border, immigration and customs related functions which are under the direction and control of the Home Secretary. These arrangements will be the subject of a separate protocol between the Home Secretary and the DG.
12. The NCA therefore has the responsibility to lead the UK's overall effort to tackle serious and organised crime, as well as a set of specific statutory and national responsibilities to deliver in conjunction with UK law enforcement (set out at **Annex**

**A).** The NCA is not, however, restricted to responding to particular crime types or offences. It operates in response to a broad range of threats and risks, many of which also remain the responsibility of other UK law enforcement agencies.

13. The NCA is intelligence-led and prioritises those operations or activities which best disrupt crime, taking into account risks, threats, opportunities, and the capacity and capabilities of the NCA and partners. This approach has been developed in consultation with partners.
14. The NCA is transparent with UK operational partners about the circumstances under which it will carry out specified activity. The NCA makes daily decisions regarding the allocation of its resources using the National Decision Model<sup>9</sup>. Under its National Tasking and Coordination role, the NCA makes decisions based on an authoritative picture of the threat and applies a series of tests based on NCA commitments, in order to judge whether it leads, supports and/or coordinates particular pieces of activity.
  - **Lead** - where appropriate the NCA will lead the operational response itself, taking responsibility for managing the operational risk, in particular by investigating and enabling the prosecution of those responsible ('Pursue')<sup>10</sup>. The NCA will also lead activity 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'). On NCA-led operations, it will work in collaboration with UK operational partners, who may support the response;
  - **Support** – the NCA will provide support to partners to help them meet their objectives; by working in partnership; and by providing specialist resources or services; and
  - **Coordinate** – the NCA will bring together partner agencies to coordinate the best law enforcement response.

All activity led by the NCA will be aligned to the Risk, Response and Results framework:

- **Risk** - the NCA will have a view across all threat areas but will focus on the highest risks;
  - **Response** - the NCA will examine the activity in place across the 4Ps and judge whether law enforcement needs to do more or less; and
  - **Results** - the NCA will consider its wider performance and examine the Agency's contribution to the 4 Key Performance Questions.
15. This Commitment and the specific tests were developed in consultation with partners. This is in order to ensure that the NCA's activity is closely linked to regional multi-agency tasking processes. The Commitment and tests are aligned to the NCA's strategic and operational priorities and sit within the framework of the National Intelligence Model (NIM) and the national and regional tasking and coordination structures (detail on the national and regional tasking and coordination structures can be found in **Annex C**):

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<sup>9</sup> A values-based tool to provide a simple, logical and evidence-based approach to making policing decisions approved by National Police Chiefs Council (NPCC).

<sup>10</sup> Pursue, Prevent, Protect and Prepare are the objectives of the framework used in the Serious and Organised Crime Strategy to achieve its aim of substantially reducing the level of serious and organised crime affecting the UK and its interests.

- The NCA acts in line with its strategic and operational priorities. Detail on the NCA’s strategic and operational priorities can be found **in Annex B**.
  - The NCA’s strategic priorities are set by the Home Secretary, in consultation with the DG NCA and the NCA’s strategic partners.
  - The NCA’s operational priorities are set by the DG NCA, who has overall responsibility for which operations the NCA will undertake and how they are conducted. These are based on a shared national understanding of criminality and the threats (the National Strategic Assessment<sup>11</sup>), and the response (the National Control Strategy and the National Intelligence Requirement). The high-level group which oversees this is the multi-agency National Strategic Tasking and Coordination Group (NSTCG) which meets every six months and is chaired by the DG NCA.
  - The National Control Strategy prioritises the threats and cross cutting issues alongside the organised crime groups and provides a framework that identifies which agencies will lead on, and contribute to, actions to mitigate threats and cut crime. This includes how the NCA will lead, support and/or coordinate activity. The National Control Strategy also informs the NCA’s Control Strategy which, in turn, determines the prioritisation of NCA resources via its tasking capability.
  - The multi-agency National Tactical Tasking and Coordination Group (NTTCG) meets every three months and is chaired by the NCA’s Deputy Director General (DDG). The role of the NTTCG is to ensure that operational activity aligned to the National Control Strategy is on track and, where necessary, to coordinate the national law enforcement response to specific threats or risks. The NTTCG is attended by Strategic Governance Group (SGG)<sup>12</sup> chairs, National Policing leads and equivalents in the other national agencies, such as the National Offender Management Service (NOMS), and senior representatives of other UK operational partners.
16. The NCA is mindful of partners’ statutory duties or responsibilities when considering whether to act against a particular form of criminality. The NCA, like any other UK operational partner, will need to make hard choices about which activities to prioritise on any given day, taking into account the risks of de-prioritising other work.
17. The NCA makes decisions based on a comprehensive intelligence picture (from the National Intelligence Hub) and works closely with UK operational partners to determine the most appropriate response, which may vary according to the specific operational circumstances. The professional judgement of NCA officers and UK operational partners will be key to arriving at pragmatic responses to particular circumstances. A fuller description of these commitments, aligned to the work of individual NCA Commands and the NCCU, can be found at **Annex D**.
18. Over the lifecycle of a single operation or activity, the NCA may lead, support and/or coordinate activities. For example:
- An organised crime group is engaged in Cash and Valuables in Transit (CViT) armed robberies in a particular region. The investigation is led by one of the forces, with the NCA providing armed surveillance and technical collection support. The

<sup>11</sup> This assessment provides a single comprehensive picture of the threat to the UK from Serious and Organised Crime.

<sup>12</sup> The multi-agency SGGs sit as sub groups to the NTTCG. They are tasked to develop Strategic Action Plans for mitigating the threats contained within the National Strategic Assessment and to coordinate the multi-agency response to those threats. SGGs may delegate specific threats to individual Threat Groups, reporting up to the SGG, as necessary.

impact of the law enforcement activity results in displacement of the CViT activity across a number of regions. In this case, the lead responsibility for tackling the group moves to the NCA, with continuing intelligence and enforcement support from forces/other partners to deliver operational results.

- The NCA is investigating the use of malware to undertake a number of sophisticated frauds against industry under a High Priority Vulnerability. After identifying the bulk of the fraud offences are carried out in a particular region, information is passed to the relevant ROCU for it to lead an investigation into the fraud. The NCA provides further specialist support to the ROCU . The NCA also continues to undertake wider HPV activity: dissemination of Alerts via INTERPOL; working with industry and leading international engagement to tackle the source of the malware.
- An organised crime group is involved in high-end money laundering. An operation is being undertaken by a police force, but it emerges that other forces in the UK and Islands are also investigating members of the group and that there are potential significant tax offences and regulatory breaches. Through national tasking processes, HMRC is identified as the most appropriate lead agency, and it undertakes an operation focused on the predicate tax offences. The NCA coordinates wider activities against the group by holding meetings to align investigation strategies and shape operational structures. The NCA also provides specialist support to the various agencies involved, as appropriate, and facilitates discussion with the regulators and private sector.

## **NCA specialist assets and capabilities available to UK operational partners**

19. The national response to serious and organised crime requires capacity and capabilities beyond those of any one part of UK law enforcement, including the NCA. A close and effective partnership with UK operational partners locally, regionally and nationally is required. UK operational partners will need to continue to develop their own capabilities to tackle serious and organised crime and to meet their respective statutory obligations. In the case of UK police forces, this is a requirement of the Strategic Policing Requirement (SPR).
20. The NCA's role, leading the overall effort to tackle serious and organised crime, means that it will support UK operational partner activity by sharing its own specialist assets and capabilities. At times, the NCA may need to access specialist assets and capabilities held by UK operational partners. In particular, the NCA will rely on operational partners and agencies to proactively share intelligence, to enable it to have the comprehensive picture of the threat from serious and organised crime (the National Strategic Assessment).
21. The threat and risk across the UK is not consistent, nor are the remits of the UK operational partners; and so the two-way tasking and resourcing decisions reached may vary from agency to agency. Should the NCA need to access police force capabilities or capacity, it will do this in England and Wales primarily through an effective regional tier, namely the ROCUs<sup>13</sup>. The regional tasking and intelligence arrangements coordinated by the ROCUs will provide an effective two-way forum through which to coordinate operational activity, pass sensitive intelligence and share specialist capabilities with the police, as well as some national law enforcement

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<sup>13</sup> In devolved administrations, it will do this through Police Scotland and PSNI.

agencies.

22. Should the NCA need to access similar capabilities or capacity at the border, it will do this primarily through the Joint Border Intelligence Units (JBIUs), which provide a gateway function and effective multi-agency forum, through which to coordinate operational activity in response to seizures and intelligence at the border and facilitate upstream and downstream opportunities for disruption.
23. There is also a requirement for effective two-way engagement directly between the NCA and other UK operational partners for these purposes.
24. The threat in some regions is such that the large metropolitan police forces (such as the MPS, West Yorkshire, Greater Manchester, West Midlands and Merseyside), as well as the Police Service of Northern Ireland (PSNI), Police Scotland and strategic partners such as HMRC, will sometimes require a different approach to tackle a particular threat.
25. The NCA has many of the specialist capabilities that UK operational partners may need to access to effectively tackle the threats they face. The sharing of these capabilities will continue to be important. A summary of the NCA's operational capabilities is included at **Annex E**.

## Annex A: NCA statutory and national responsibilities

### 1. These include:

- the International Corruption Unit (ICU);
- the Proceeds of Crime Centre
- Project SINCERITY (UK law enforcement engagement in Afghanistan - FCO-funded);
- the UK Financial Intelligence Unit (UKFIU) and Terrorist Finance Team. Receiving, analysing and disseminating financial intelligence submitted through the Suspicious Activity Reports (SARs) Regime. Conduit to FATF (Financial Action Taskforce) and EGMONT (Egmont Group of Financial Intelligence Units);
- the UK National Referral Mechanism (NRM) for trafficked victims; making decisions on the trafficked status of European Economic Area (EEA) nationals and working with the Home Office regarding non-EEA nationals; and
- the UK Missing Persons Bureau (supporting missing person enquiries); and,
- the UK Protected Persons Service (Central Bureau).

### 2. The NCA acting as:

- a conduit between police forces and the intelligence agencies in England and Wales;
- the single point of contact with the military on organised crime (via MAMIC);
- the UK's National Central Office for the Suppression of Counterfeit Currency (UKNCO); and
- an enforcement authority for Civil Recovery cases.

### 3. The NCA:

- safeguarding and promoting the welfare of children in England and Wales and contributing to such activity in Scotland and Northern Ireland;
- producing statistics on drug market dislocation through ENDORSE;
- leading on national assessments of the threat posed by corruption to UK law enforcement; to support anti-corruption capability building in support of overseas partners (such as new EU Member States); and, to represent UK law enforcement in international fora;
- providing co-ordination and deconfliction services;
- supporting investigations through the Serious Crime Analysis Section and Crime Operational Support (including the National Injuries Database);
- producing the National Disruptions Manual;

- providing specialist operational support to partners in respect of the most serious cyber crime cases;
- coordinating UK law enforcement engagement with international law enforcement partners, including INTERPOL and Europol gateways and the SIRENE functions;
- managing European Arrest Warrants (EAWs);
- carrying out data preservation emanating from an INTERPOL or G8 request on cybercrime;
- triaging referrals to the Child Sexual Exploitation Referral Bureau from members of the public, or private or voluntary sector organisations,
- providing covert intelligence collection and lawful intercept to UK operational partners;
- supporting investigations of illicit laboratories with the Hazardous Environment Support Team; and,
- supporting anti-kidnap/extortion operations (UK-based or involving UK nationals overseas).

## Annex B: NCA Strategic and Operational Priorities

The strategic priorities of the NCA, set by the Home Secretary, reflect the priorities set out in the Serious and Organised Crime Strategy 2013.

These strategic priorities inform NCA business 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 2013. The DG NCA is 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. The Home Secretary has set five current strategic priorities for the NCA:

- 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 coordinate 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.
- 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').
- The NCA will continue to develop the technical and human capabilities to deliver these strategic priorities, enabling a step-change in the UK's impact on serious and organised criminality.
- The NCA must maintain close, collaborative and productive relationships with the police and other law enforcement agencies, Police and Crime Commissioners, the Security and Intelligence agencies, government departments (in particular with the Home Office), local government and the private and voluntary sectors. 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.
- 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.

The NCA's operational priorities, as set by the Director General, are aligned to the strategic priorities. These are currently:

- 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.
- 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).

- 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.
- 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.
- 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.
- 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 NCA will deliver activity in support of these operational priorities using the four 'Ps' of the Serious and Organised Crime Strategy:

**Pursue** - prosecuting and disrupting people engaged in serious and organised crime;

- Leading, supporting and coordinating its partners to develop a single authoritative intelligence picture of serious and organised crime within the UK.
- 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.
- 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.
- Developing new capabilities to deal with developments in serious and organised crime.
- Attacking criminal finances by recovering illicit profits from serious and organised criminal groups and individuals, or denying them access to their money and property.
- Working internationally in priority countries to combat the full range of threats for which the NCA is responsible, aligned to the National Control Strategy.

**Prevent** - preventing people from engaging in this activity;

- Deterring people from becoming involved in serious and organised crime by raising awareness of the reality and consequences of committing such offences.
- 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.
- 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.

**Protect** - increasing protection against serious and organised crime;

- Coordinating the UK's efforts to protect its borders from serious and organised

crime.

- 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.
- 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.

**Prepare** - reducing the impact of this criminality where it takes place;

- Deploying specialist capabilities and resource to respond to 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.
- 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.

## Annex C: National and Regional Tasking and Coordination

### 1. Two **strategic** groups meet every six months:

- The National Strategic Tasking and Coordination Group (NSTCG), chaired by the DG NCA, provides the strategic leadership to the national tasking and coordinating structure for serious and organised crime. It is responsible for setting and reviewing the National Strategic Assessment, the National Control Strategy and National Intelligence Requirement. These are prepared by the National Intelligence Hub and developed through the National Strategic Intelligence Group (NSIG) to ensure that they take account of the Regional Strategic Assessments.
- The Regional Strategic Tasking and Coordination Group (RSTCG), chaired by the Regional National Policing Chair. The group sets and reviews the Regional Control Strategy, informed by the Regional Strategic Assessment; the Regional Capability Assessment; and, the scope and number of Regional Strategic Governance Groups.

### 2. Four **tactical** groups:

- The National Tactical Tasking and Coordination Group (NTTCG), which meets every three months and is chaired by the DDG NCA, ensures the overall national law enforcement tasking and coordination, decision-making and allocation of resources. Strategic Governance Groups (SGGs) activity is also considered to ensure it is appropriately prioritised and aligned against the National Control Strategy requirements.
  - The National Tactical Intelligence Group (NTIG), which meets every six weeks and is chaired by the Deputy Director Intelligence Hub, makes prioritised recommendations for approval at the NTTCG, such as by reviewing and tasking intelligence requirements. The group also agrees the National Tactical assessment which feeds the NTTCG.
  - The Regional Tactical Intelligence Group (RTIG), chaired by the Head of the ROCU, carries out independent assessment of operational plans and requests for covert assets. It also makes recommendations for approval at the Regional Tactical Tasking and Coordination Group (RTTCG); reviews and tasks intelligence requirements; and agrees a Harm Reduction Strategy. The Group produces the Regional Tactical Assessment for the RTTCG.
  - The RTTCG, chaired by the regional national policing lead, manages the tactical elements of serious and organised crime. The group monitors the effective delivery of the Regional Control Strategy priorities, making resource allocation decisions. It also considers emerging threats that fall outside of the Regional Control Strategy.
3. There are also NCA and Regional Daily Management Meetings which, in turn, feed the national Daily Briefing Meeting (DBM). The national meeting is chaired by a senior NCA officer and these daily meetings review significant events from the previous 24 hours and significant operational plans for the forthcoming 72 hours. The meetings also highlight any urgent operational and intelligence demands.

# Annex D: NCA structure

## **Intelligence and Operations Directorate**

The focus of the Intelligence and Operations Directorate (IOD) is to support the Threat Commands and external partners, and to deliver smoother and faster processes which lead to more operational outcomes and results. The Directorate reacts dynamically to ensure all threats are tackled effectively and, where appropriate, will deploy assets accordingly.

The IOD includes the following:

- the National Intelligence Hub;
- Intelligence Collection;
- Investigations;
- Borders;
- International; and
- Specialist Support.

The IOD's approach includes:

### **Pursue**

- Work closely with both national and overseas partners to pursue UK and overseas-based organised crime groups that impact on the UK.
- Investigate all detections made by Border Force of drugs, firearms, cash and other prohibited and restricted goods.
- Support wider-NCA and border partners to tackle organised immigration crime and human trafficking.
- Coordinate intelligence and operational activity, including through co-location with Border Force, Special Branch and other partner intelligence teams at the border.
- Provide 'real time' support to crimes in action.

### **Prevent**

- Increase knowledge about how criminals and terrorists operate and exploit vulnerabilities and opportunities to cross and abuse the border.
- Enable and enhance a culture of sharing intelligence, within legal constraints, to make it harder for serious and organised criminals to operate both within the UK and across the UK border and abroad.

### **Protect**

- Identify and deliver intelligence products for tactical, operational and strategic decision making, within the NCA and across the wider law enforcement landscape.
- Work closely with public and private sector partners to reduce the vulnerabilities that criminals currently exploit, particularly around border security.
- Provide advice to help protect British interests overseas and support Consular services in protecting British citizens overseas.

### **Prepare**

- Work with partners to develop a single picture of all threats from serious and organised crime.
- Build capacity with key overseas partners to target threats to the UK and collectively assess and address future threats.
- Provide specialist knowledge and expertise of the overseas and border landscape to assist the NCA and partner operations and the ongoing development of law enforcement's capability to tackle crime, both within the UK, at the border and internationally.

## **CEOP Command**

The CEOP Command is dedicated to reducing the risk of sexual exploitation and abuse of children and young people.

- We work with child protection partners across the UK and internationally to identify the main threats to children in this area. We target coordinated activity against these threats to bring offenders to account and protect children from harm. These activities are led by NCA operations or in partnership with local and international agencies.
- The CEOP Command houses officers specialising in this area of criminality working side by side with professionals from the wider child protection community and industry.
- The approach is driven by intelligence from the NCA Intelligence Hub which in turn:
  - Informs operational deployments and activity
  - Steers the development of new capabilities
  - Underpins the ThinkuKnow education programme for children, parents and carers
- We also focus on organised criminal groups profiteering from child sexual exploitation or abuse, support local police forces with computer forensics and covert investigations and provide authoritative investigative advice and support to maximise UK law enforcement's response to crimes of child sexual abuse and exploitation.
- We liaise with the online and technological industries, fine-tuning guidelines to minimise the possibility of present and future technology increasing the risk of sexual exploitation and sexual abuse to children. Our training and education specialists work together to raise the knowledge, skills and understanding of professionals (teachers), parents, carers, children and young people.
- The CEOP Command receives invaluable assistance from its partners and supporters in the UK and internationally, allowing us to do even more ground breaking child protection work.

## **Economic Crime Command (ECC)**

The ECC was established to respond to the growing threat from economic crime. It aims to reduce the impact of economic crime on society and the UK economy. Between 2014- 16 the ECC will focus on four areas:

- Tackling money laundering and asset recovery
- Leading the UK law enforcement response to domestic and international bribery, corruption and sanctions evasion
- Ensuring that NCA proactive investigation capabilities are deployed against high priority economic crime threats in support of partner agencies, such as the Serious Fraud Office (SFO), and the Financial Conduct Authority (FCA)
- Leveraging change in the economic crime operating environment and the law enforcement/ financial sector relationship in particular.

## **National Cyber Crime Unit (NCCU)**

The NCCU is responsible for leading, supporting and co-ordinating the UK's response to tackling cyber crime. The NCCU's response to the cyber-dependent threat is a collaborative response structured around the Serious and Organised Crime Strategy's 4P approach – Pursue, Prevent, Protect and Prepare. This is delivered using a wider range of capabilities and in conjunction with UK and international law enforcement and Industry Partners.

## **What we do**

- Lead and coordinate the UK's fight to tackle the threat from cyber crime through the Strategic Governance Group (SGG) and its threat groups.
- Provide a specialist investigative response, nationally and internationally, to the most serious cyber threats, pursuing the highest priority cyber criminals and threats, wherever they operate, using the full range of disruption capabilities across Pursue, Prevent, Protect and Prepare initiatives.
- Support UK and overseas law enforcement partners in their operational response to cyber-dependent and cyber-enabled crime by developing long-term sustainable capabilities to tackle the cyber threat.
- Work proactively to disrupt crime and to eliminate criminal opportunities: protecting individual users and businesses; creating a hostile environment for cyber criminals; and deterring individuals from seeking to become involved, or from continuing their involvement, in crime.

## **Organised Crime Command (OCC)**

The OCC works to make the UK a hostile environment for serious and organised criminals. We promote a sense of shared endeavour through our partnership with the police, wider law enforcement, and the public, private and voluntary sectors. The OCC ensures an appropriate response to the threat from serious and organised crime by focusing on individuals, groups and crime types.

## **What we do**

- Delivers a co-ordinated national response to serious and organised crime through the four pillars of the new Serious and Organised Crime Strategy - Pursue, Protect, Prevent and Prepare.
- Ensures that all organised crime groups have a prioritised level of operational response, based on a clear national picture of the threat and risk they pose to communities. In line with the NCA's National Strategic and Tactical Tasking and Coordination functions, the OCC ensures activity is coordinated across all relevant law enforcement agencies

## Annex E: NCA operational capabilities

1. The diagram below provides an indication of the NCA's operational capabilities. UK operational partners are able to access these capabilities, in line with the NCA Commitment and NCA tasking tests.

<b><u>INTELLIGENCE AND TASKING</u></b>	
<ul style="list-style-type: none"> <li>• Assessments</li> <li>• Deconfliction</li> <li>• Target discovery/development</li> <li>• UK Financial Intelligence Unit</li> <li>• Organised Crime Fusion Centre</li> </ul>	<ul style="list-style-type: none"> <li>• NCA Control Centre (24/7)</li> <li>• NCA Tasking and Coordination</li> <li>• National Tasking and Coordination</li> </ul>
<p><b><u>NCCU</u></b></p> <ul style="list-style-type: none"> <li>• Complex cyber crime investigators</li> <li>• Specialist child online exploitation investigators</li> </ul>	<p><b><u>SPECIALIST CAPABILITIES and ADVICE</u></b></p> <p><u>Capabilities</u> Anti kidnap/extortion, International Corruption Unit, Vulnerable Persons support, Expert Evidence, Serious Crime Analysis, Specialist Operations Centre, Crime Operational Support, Missing Persons Bureau, Forensics, Cyber Support, Technical Operations support, Specialist Surveillance, UK Protected Persons Service, and Financial Investigator accreditation.</p> <p><u>Advice</u> Child Protection, Human trafficking (Modern Slavery), Cyber (NCCU), Prisons/Lifetime Management</p>
<p><b><u>TECHNICAL COLLECTION</u></b></p> <ul style="list-style-type: none"> <li>• Lawful Intercept</li> </ul>	
<p><b><u>NETWORKS (ENGLAND/WALES, AND SCOTLAND/ NORTHERN IRELAND)</u></b></p> <ul style="list-style-type: none"> <li>• NCA officers have the skills and necessary powers to conduct flexible investigation. Teams have integrated financial investigators and intelligence support.</li> </ul>	
<p><b><u>CIVIL RECOVERY AND TAX</u></b></p> <ul style="list-style-type: none"> <li>• Conducting Civil Recovery and Tax investigations on suitable cases referred to the agency by operational partners</li> </ul>	<p><b><u>INTERNATIONAL</u></b></p> <ul style="list-style-type: none"> <li>• Liaison officer network</li> <li>• INTERPOL/Europol liaison</li> <li>• UK ICB – Interpol, Europol, Fugitives (incl. European Arrest Warrants), Child Sexual Exploitation Referral Bureau, SIRENE.</li> </ul>
<p><b><u>CEOP</u></b></p> <p>Specialist Child Protection Investigations capability</p>	

## **Annex F: Acronyms**

BTP	British Transport Police
CEOP	Child Exploitation and Online Protection
CRT	Civil Recovery and Tax
CSE	Child Sexual Exploitation
DBM	(National) Daily Briefing Meeting
DfID	Department for International Development
EAW	European Arrest Warrant
ECC	Economic Crime Command
EEA	European Economic Area
EGMONT	Egmont Group of Financial Intelligence Units
FATF	Financial Action Taskforce
FCO	Foreign and Commonwealth Office
HMRC	Her Majesty's Revenue and Customs
ICU	International Corruption Unit
MAMIC	Maritime and Military Interdiction Cell
MPS	Metropolitan Police Service
MUSAC	Meridian UK Systems Administration Centre
NCA	National Crime Agency
NCCU	National Cyber Crime Unit
NIM	National Intelligence Model
NOMS	National Offender Management Service
NRM	National Referral Mechanism
NSTCG	National Strategic Tasking and Coordination Group
NSIG	National Strategic Intelligence Group
NTIG	National Tactical Intelligence Group
NTTCG	National Tactical Tasking and Coordination Group
NSA	National Strategic Assessment
OCC	Organised Crime Command
OCFC	Organised Crime Fusion Centre
OCG	Organised Crime Group
OCGM	Organised Crime Group Mapping

POCC	Proceeds of Crime Centre
PSNI	Police Service of Northern Ireland
RSTCG	Regional Strategic Tasking and Coordination Group
RTTCG	Regional Tactical Tasking and Coordination Group
ROCU	Regional Organised Crime Unit
SAR	Suspicious Activity Report
SoI	Subject of Interest
SPR	Strategic Policing Requirement
UKFIU	UK Financial Intelligence Unit
UKHTC	UK Human Trafficking Centre
UKICB	UK Interpol Central Bureau
UKNCO	UK National Central Office (for the suppression of counterfeit currency)
'4Ps'	Pursue/Protect/Prevent/Prepare