



**NCA**  
National Crime Agency

## Annual Plan 2018-19



Leading the fight  
to cut serious and  
organised crime





## Foreword by the Home Secretary

We have made significant progress since the 2013 Serious and Organised Crime Strategy and the establishment of the National Crime Agency in the same year. Law enforcement capabilities have improved, partnership working is better and we now intervene earlier to prevent criminal activity.



The NCA have been instrumental to this progress and have gone from strength to strength with an impressive, and sustained, track record of disruptions across the full range of serious and organised crime threats.

Despite these best efforts, the threat from serious and organised crime remains unrelenting. It affects more UK citizens, more often, than any other national security threat. Citizens are more likely to be the victims of fraud than any other crime; deaths from illegal drugs are at a record high; and tens of thousands of individuals in the UK are viewing and sharing indecent images of children online. The nature and complexity of the threat is also rapidly evolving. Serious and organised criminals are increasingly conducting numerous licit and illicit ventures concurrently whilst also exploiting the rate of technological change and the globalisation of society to strengthen their resilience.

An even more ambitious, integrated whole of government approach is therefore required. The Serious and Organised Crime Strategy is being reviewed in light of this. The NCA will be at the heart of delivering this and will increasingly focus its effort on higher priority and more complex threats. Tackling criminal finances, seizing assets and recovering the proceeds of crime will be key to this. The year ahead will therefore see the NCA lead and develop the new National Economic Crime Centre, which will be the national authority for the UK's operational response to economic crime. It will also see them lead on the delivery of new national capabilities to improve the serious and organised crime intelligence picture and law enforcement's data exploitation abilities.

This, and the UK's preparations for leaving the European Union, present a unique set of challenges and opportunities for the NCA, but they are well prepared and determined. They have a strong track record of responding robustly to changing

circumstances, securing a 32 year sentence against a university academic in their first 'hurt core' prosecution and successfully implementing pay reform in the last year, and I am confident they will continue to demonstrate this strong leadership in the year ahead.

**The Rt. Hon. Amber Rudd MP**





## Statement by the Director General

There can be no doubt that this Agency has achieved some outstanding operational results since its inception. But we are not complacent. There is more to do to protect the public from the effects of serious and organised crime, which continues to grow in complexity and challenge.



The time has come for a step change in the whole system response. We need to think differently and work together to move from tackling the symptoms of serious and organised crime, to dismantling the underlying system. Developing an accurate intelligence picture of the changing threats, we will lead the response – one which sees the right capabilities delivered at the right level – local, regional or national, and one where capabilities can be deployed against different threats, rather than against a single threat in isolation.

We are committed to ensuring that the National Security Council, law enforcement and the public continue to recognise the changing nature and scale of the threat. We have demonstrated our leadership in proposing new capabilities we can build which are essential to improving the response across the whole system.

We start this year with a new Agency structure which will increase our collective capacity and flexibility to respond to changing threats, by aligning intelligence and investigative activities under single commands.

**We will change from being intelligence informed to being threat-led and intelligence driven.**

We will focus primarily on Pursue, but will harness the resources of law enforcement, government, the private sector and NGOs to address vulnerability at source.

We will invest in our people to deliver these ambitious plans. For example, we will continue to implement our new pay and reward structures, to make us more competitive as an employer, and enable us to grow our workforce at critical operational grades. We will use our diversity

and inclusion strategy to drive our ambition to make our workforce more reflective of the communities we serve and protect.

Tackling the breadth of serious and organised crime is beyond the capacity and capabilities of any one body. Agencies can no longer act in isolation to protect the public, and nor can any one agency hold all the tools required for a comprehensive response. This Annual Plan sets out how we will play our part in leading that response.

**Lynne Owens**







# Serious and Organised Crime Threats to the UK

## Vulnerabilities threats

All three of the Vulnerabilities threats are high priorities for response. Victims are often exploited in more than one way.

### Child sexual exploitation and abuse (CSEA)

- Child sexual exploitation referrals have risen by 700% since 2013.
- Live streaming of CSEA is a growing threat, with children's own use of self-broadcast apps vulnerable to exploitation.
- Emerging evidence suggests profits from live streaming may encourage organised crime group involvement.
- Technology has increased the opportunities for offenders to cultivate meetings for contact offending. Encryption by default is standard practice.

### Modern slavery and human trafficking (MSHT)

- We estimate that there are over 200 organised crime groups involved in modern slavery and tens of thousands of victims in the UK.
- 35% more MSHT victims were referred to the national referral mechanism (NRM) in 2017 compared with 2016. The number of minors referred to the NRM has increased by 66%.
- For the first time UK citizens were the largest nationality recorded in the figures.
- Victims of MSHT may not identify themselves as such because they see their exploitation as an improvement on their previous circumstances.

### Organised immigration crime

- The migration crisis has increased the threat to the UK posed by organised immigration crime.
- Tighter border controls in the Balkans and the EU mean that more irregular migrants are seeking assistance from organised crime groups.
- Migrants drown in the Mediterranean or die during treacherous journeys through the Sahara every day because of the recklessness and cruelty of smuggling networks operating in Africa.
- Social media is used by facilitators to advertise their services and by migrants to share information on routes and methods.

A university academic who pleaded guilty to 137 charges including encouraging the rape of a four-year-old boy received a prison sentence of 32 years. This was our first 'hurt core'<sup>1</sup> prosecution.

<sup>1</sup> Hurt core refers to hidden dark web forums dedicated to the discussion and image and video sharing of rape, murder, sadism, torture, paedophilia, blackmail, humiliation and degradation.



## Prosperity threats

### Cyber Crime

- Cyber crime continues to rise at pace, in both scale and complexity.
- Many of the high profile attacks in 2017, such as the Wannacry incident that impacted on the National Health Service in May, have been commonly attributed to groups assessed to have links to state actors. This demonstrated that cyber attacks can cause real world harm.
- The primary threat to the UK from cyber crime continues to stem from Russian-speaking actors; however there are indications that the threat is increasingly global.
- Due to its profitability, ransomware is likely to remain the most visible threat targeting the UK public and organisations.
- Private data – often traded on online marketplaces – remains attractive to cyber criminals for extortion or monetisation. Data breaches can also trigger declines in share prices and significant reputational damage to companies.

### Money Laundering

- There is a realistic possibility that the scale of money laundering impacting on the UK annually is in the GBP hundreds of billions.
- Criminal exploitation of accounting and legal professionals, particularly those involved with trust and company service provision, continues to pose a significant threat.
- Criminals continue to use well-established methods to move or disguise illicitly earned cash proceeds.

## Commodities threats

### Firearms

- Criminal discharge of firearms is increasing – handguns and shotguns are the most commonly used. Ammunition is increasingly available.
- The majority of firearms have not previously been used, indicating a fluid supply.
- Firearms are used for protection and to enable wider criminal interests.
- The diversion of lawfully-held weapons to criminals and the re-activation of antique weapons are a key threat. The supply of weapons into the UK presents further firearms trafficking risks.

In November 2017, a bank employee and four others were prosecuted for being part of a network which laundered at least £16 million in stolen funds.

In July 2017, a joint NCA and Metropolitan Police Service investigation resulted in the seizure of 79 viable handguns in Coquelles, France – the largest UK-bound cache ever seized.



# Home Secretary's Strategic Priorities

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:

			
<b>Pursue</b> Prosecuting and disrupting people engaged in serious and organised crime.	<b>Prevent</b> Preventing people from engaging in this activity.	<b>Protect</b> Increasing protection against serious and organised crime.	<b>Prepare</b> Reducing the impact of this criminality where it takes place.

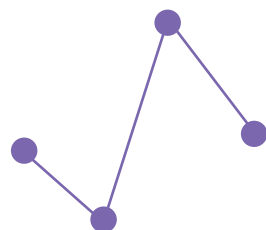
## National Crime Agency

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, and sets the national operational agenda for the response. The agency leads operations, provides support to others – locally, regionally, nationally and internationally – and coordinates activity to ensure an efficient and effective law enforcement response, prioritised against the most serious threats and vulnerabilities.

The agency has four strategic priorities:



**The relentless disruption of serious and organised crime which affects the UK and its interests,** to reduce the threat and protect the public.



**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.



**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.



**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.

These strategic priorities 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 Director General 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 Director General NCA considers it necessary, she may consult the Home Office.

The NCA works closely with the Home Office to develop and maintain a robust performance framework against which the agency's work is regularly assessed. The performance assessment is based on a set of indicators agreed with the agency.



# Director General's Operational Priorities

The operational priorities provide the focus for the activity of the agency, these are underpinned by enabling functions which we will deliver in line with our Five-Year Strategy.

- 1. To enhance the intelligence** picture of existing and emerging serious and organised crime threats to the UK, using the intelligence to drive, lead and support the UK's response to serious and organised crime.
- 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. To prioritise the threats and allocate clear roles and responsibilities aligned with the 4Ps of the Serious and Organised Crime Strategy.
- 4. To develop and maintain** specialist serious and organised crime capabilities and services where this is best done nationally; enabling their availability where and when needed for the benefit of all UK law enforcement.
- 5. To tackle the highest risk** criminal vulnerabilities and enablers that facilitate criminals' illegal activities which threaten our safety and security.



# A Step Change for 2018-19

## A New Serious and Organised Crime Strategy

We will help shape the Government's Serious and Organised Crime Strategy to build a whole system response which reflects the complexity and challenge of serious and organised crime.

## National Security Capabilities

We will lead the development and delivery of essential national capabilities, such as the National Assessment Centre, the National Data Exploitation Centre, and the National Economic Crime Centre, identified by the National Security Capability Review to improve the response across the whole system.

## Threat Leadership

We will demonstrate our leadership role for serious and organised crime, by embedding a consistent approach to threat leadership, including prioritisation and tasking, the use of intelligence and our investigations.

## Agency Capabilities

We will deliver our offer of niche capabilities to support our own operations and those of our partners. We will identify capabilities most in need of development, which are not driven by responding to a single threat in isolation.

## Driving a Whole System Response

We will work with our partners to ensure a step change in our delivery of capabilities, whilst continually building an evidence base for sustainable funding.

## Our International Activity

We will implement the recommendations of our international review, ensuring that our activity to tackle serious and organised crime upstream is driven by the agreed national priorities.

## A Flexible and Responsive Structure

A new structure will increase our collective capacity and flexibility to respond to changing threats, aligning intelligence and investigative activities under single commands.

## Pay and Reward

For the first time we will implement a reformed and modern pay structure. Our differentiated model will deal with some of the unfairness of our grading structure and align our pay more closely with our comparators.

## Focus on Diversity and Inclusion

We will use our People Strategy and our Diversity and Inclusion Strategy which underpins it, to build an inclusive and diverse workforce, which is more representative of the communities we serve and protect.

## Information and Data Security

The General Data Protection Requirement and the Data Protection Act 2018 introduce new standards for protecting personal data in the digital age, impacting on our processing of personal data for law enforcement purposes and our handling of the personal data of our officers.



# Intelligence

1. To enhance the intelligence picture of existing and emerging serious and organised crime threats to the UK, using the intelligence to drive, lead and support the UK's response to serious and organised crime.

## In 2018/19 we will

- Put intelligence at the heart of the agency, driving our operational response and that of our law enforcement partners to the highest priority serious and organised crime threats.
- Look for new opportunities in intelligence collection, developing new and enhancing traditional capabilities to increase the quantity and quality of intelligence available to exploit both in the UK and abroad.
- Reach initial operating capability for the new National Data Exploitation Capability for serious and organised crime by brigading existing, but separate, digital and data exploitation capabilities within the agency.
- Develop a multi-agency National Assessment Centre for serious and organised crime to hold and enhance the strategic intelligence picture of existing and emerging threats to drive the operational response of the NCA and partners, and inform senior decision makers to shape policy and feed the national security infrastructure.
- Working in partnership with investigations, build the National Targeting Centre which will become the hub for intelligence development and operations against the highest priority serious and organised crime targets.
- Begin to implement the recommendations of our international review, ensuring that all our activity overseas is fully aligned to, and driven by, the agreed national priorities.
- Continue the recruitment to and professionalisation of our intelligence functions through formal training, accreditation and continued professional development.



# Response

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. To prioritise the threats and allocate clear roles and responsibilities aligned with the 4Ps of the Serious and Organised Crime Strategy.
4. To tackle the highest risk criminal vulnerabilities and enablers that facilitate criminals' illegal activities which threaten our safety and security.

## In 2018/19 we will

- Lead professional investigations in response to the range of serious and organised crime threats, focusing on the agreed national priorities.
- Drive a whole system response, targeting those who operate at the high end of high risk, including denying them access to their assets.
- Coordinate and support investigations led by partner agencies in the UK and overseas to achieve the most from our collective resources and increase our combined response to serious and organised crime.
- As part of our National Security Council commitment, build and lead a multi-agency National Economic Crime Centre, providing a coherent response to economic crime.
- Carry out a fundamental review of tasking and prioritisation of activity, building on recent inspection findings.
- Work with partners to tackle vulnerabilities at the UK border, including insider threat, strengthening both border security and our operational response.
- Use our International Corruption Unit and the multi-national International Anti-Corruption Coordination Centre (which we host) to bring to justice those responsible for major corruption worldwide.
- Implement the provisions of the Investigatory Powers Act and the remaining provisions of the Criminal Finances Act, using these to increase our activity across the range of serious and organised crime threats.
- Strengthen our response across the 4Ps of the Serious and Organised Crime Strategy 2013, for example by building on our collaborative approach to better exploit private sector data and expertise.

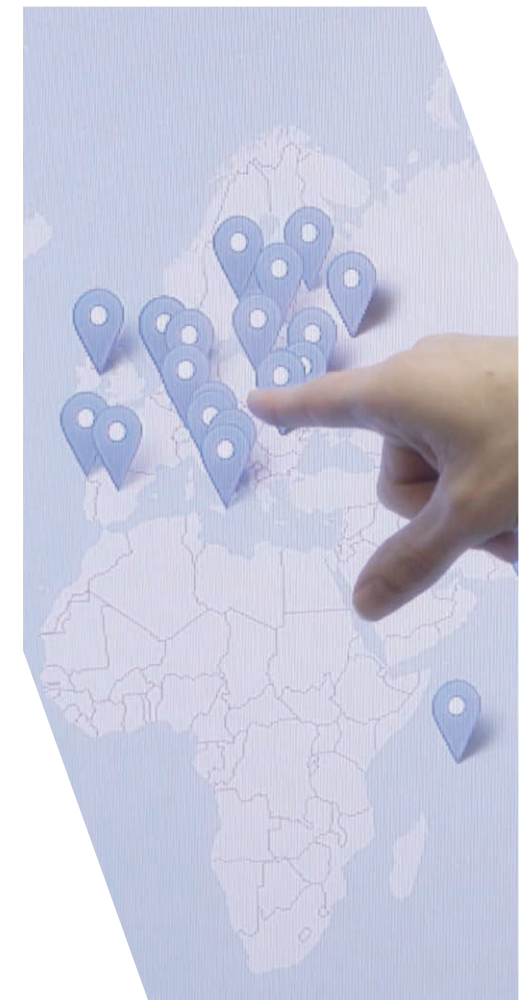


# Capabilities

5. To develop and maintain specialist serious and organised crime capabilities and services where this is best done nationally; enabling their availability where and when needed for the benefit of all UK law enforcement.

## In 2018/19 we will

- Deliver and enhance operational activity through access to our niche capabilities, specialist advice, services and national functions in support of our own operations and for partners in the UK and overseas.
- Maximise our collaboration with counter terrorism policing to deliver against our agreed joint strategy by targeting the areas of crossover between serious and organised crime and terrorism.
- Build on our close partnerships with Chief Constables and Police and Crime Commissioners through collaboration, consultation and engagement at all levels.
- Lead the project to develop the national technical support unit (TSU) capability, network of TSU practitioners, data collection and high end technical delivery.
- Help to shape the Home Office cross-agency strategy on capability mapping by identifying the gaps and requirements.
- Review our own internal capabilities and articulate to partners what we can do to support them, in turn being clear about our own expectations.
- Review our varied national bureau functions, centralising these and seeking opportunities to drive out duplication and inefficiencies.
- Use our understanding of serious and organised crime to reinforce messaging to businesses and the public about the best ways they can protect themselves from its effects.
- Continue to provide the UK law enforcement perspective in terms of exit from the European Union, including contingency measures to mitigate the reduction or loss of access to EU mechanisms, and future engagement with our international partners.





# Enabling Functions

To equip our officers with the right skills, workplaces and technology to lead the UK's response to serious and organised crime. To have the trust and confidence of the public.

## In 2018/19 we will

- Implement our diversity and inclusion strategy and use this to drive changes so that we become more representative of the communities we serve.
- Develop single ways of working, fostering a culture which enhances the NCA ability to driving out duplication and inefficiency.
- Improve the NCA's technology estate to underpin our wider transformation agenda and sustain our response to criminals' use of technology.
- Continue to build our business and technical architecture to create a technology and information environment that connects with partners, enables and enhances the NCA's response to serious and organised crime in a rapidly changing world.
- Implement our proposed changes to pay and reward to ensure these reflect market rates for comparable roles in law enforcement and the public sector.
- Align opportunities to rationalise our estate with our operating and deployment decisions, and increase the availability of smarter working to modernise working practices and provide improved working conditions for all officers.
- Continue to build public trust and confidence in us, including through Independent Reference Group scrutiny and challenge in areas where there are moral, ethical or reputational issues.



# Exit from the European Union

The NCA is the national lead for law enforcement Brexit planning and is working jointly with the National Police Chiefs' Council – the lead for policing.

Negotiations between the UK and the European Union (EU) have made progress over the last twelve months since the Article 50 period began, but there remains considerable uncertainty regarding the nature of the UK's future relationship with the EU and when and how UK law enforcement's cooperation with EU partners will need to change.

Over the next twelve months, we will ensure law enforcement's response to crime across Europe is in the best possible position under the full range of possible Brexit outcomes, including through:

- Supporting Brexit negotiations, ensuring that the UK government is fully informed of the operational value of EU tools to law enforcement and policing, and providing ongoing input on border security considerations into planning for future customs arrangements; and
- Delivering resilience in the core law enforcement functions which are currently delivered or supported by EU tools, especially where those functions are delivered by the NCA.

## Partners

We do not operate in isolation, but in partnership with:

- **Law enforcement** – including UK police forces, HMRC, Border Force, Immigration Enforcement, the Crown Prosecution Service, the Crown Office and Procurator Fiscal Service in Scotland, the Public Prosecution Service for Northern Ireland and the Serious Fraud Office;
- **The UK Intelligence Community** – including the National Cyber Security Centre;
- **Government** – including the Home Office, Foreign and Commonwealth Office, the Cabinet Office, HM Treasury and the Department for International Development;
- **The private and third sectors** – including charities, NGOs, banks, and other financial institutions, communication service providers and technology companies;
- **Regulatory bodies** such as the Financial Conduct Authority and Solicitors Regulatory Authority; and
- **Professional bodies** – including the British Banking Association, the Law Society and the Chartered Institute of Public Finance and Accountancy.

We work with all partners to cut serious and organised crime, protect the public and make best use of our combined resources and capabilities.



# Scotland and Northern Ireland

We respect the devolution of policing and criminal justice matters in Scotland and Northern Ireland. As a UK-wide organisation, we adapt our approach and ways of working within these jurisdictions to take account of their particular operational and legislative requirements, and current political environments.

We will continue to engage 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 can therefore benefit from the specialist capabilities and functions that we offer.

## Scotland

In Scotland we will continue to work in partnership with Police Scotland, other law enforcement agencies, and public, private and third sector partners, in order to contribute to the objectives of Scotland's Serious Organised Crime Strategy. We have been co-located with Police Scotland and a range of key law enforcement partners at the Scottish Crime Campus in Gartcosh for some years. This year we will put our well-developed collaborative approach with Police Scotland on a formal footing by establishing a joint Organised Crime Partnership (OCP). The OCP will provide an integrated operational platform and will be

tasked to respond to and investigate serious and organised crime, in accordance with national priorities and initiatives. As in previous years, we 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 with both Scottish Ministers and with the Lord Advocate's Office. The Director General designates appropriately-qualified NCA officers with the powers of a Scottish constable. We conduct our 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 further, into European and international jurisdictions.





# Scotland and Northern Ireland (Continued)

## Northern Ireland

In Northern Ireland, we will continue our full engagement with the Organised Crime Task Force Stakeholder Group, Strategy Group and subgroups. We will contribute to the Northern Ireland Organised Crime Strategy and continue to work in partnership with the Police Service of Northern Ireland (PSNI) and other law enforcement agencies towards achieving these objectives, recognising the specific legislation and regulations in place.

The delivery of the NCA's functions in Northern Ireland is governed by memoranda of understanding with the Northern Ireland Policing Board (NIPB) and the PSNI. A general authorisation agreement with the Department of Justice is also in place. As in Scotland, the Director General will designate appropriately trained and qualified NCA officers with the powers of a Northern Ireland constable.

We will continue to undertake the full range of operational activity in Northern Ireland and to provide access to partners, in particular PSNI, to our specialist capabilities

and functions. Our activity is not limited to the PSNI force area, but extends to operations centred outside Northern Ireland, where organised crime groups have an impact that spreads beyond national and international boundaries.

As an agency, we respect the importance of community oversight and monitoring in Northern Ireland and ensure that all our activities take full account of the operating environment and specific accountability arrangements that apply. We have strict internal requirements regarding the understanding of, and adherence to, the PSNI Code of Ethics. Any NCA officer carrying out any function in Northern Ireland must undertake training on the PSNI Code of Ethics and pass the assessment. A breach of the the PSNI Code of Ethics by an NCA officer in Northern Ireland is automatically treated as a disciplinary matter.

In setting out how we will exercise our functions in Northern Ireland for the year ahead, we have regard to the Annual Northern Ireland Policing Plan, consulting, as necessary, with the Chief Constable PSNI,

to support PSNI's reporting and accountability responsibilities. The Director General of the NCA values the opportunity, and will make every effort to attend both public and private meetings of the Northern Ireland Policing Board on a biannual basis. In the exceptional event that her attendance is not possible, a suitable representative will attend in her place.

We will continue our role within the cross-jurisdictional Joint Agency Taskforce, and more recently within the Paramilitary Crime Taskforce, which was formally launched in September 2017, with the mandate to tackle the criminality linked to paramilitary groups. This is consistent with our mission to protect the public from those serious and organised criminals who present the highest risk to the UK. Our specific capabilities and our national and international reach make a significant contribution to this taskforce.



# Performance

We measure our progress against our mission, Five-Year Strategy and our six strategic goals. In 2018/19 we will embed a new Agency and Partner Management Information System (APMIS) which will allow our operational activity and impact of this to be captured more effectively across the agency. This information will help inform our progress against our strategic goals.

Our performance, both on operational delivery and organisational health is monitored quarterly through our internal governance structure and overseen by the Board. It is then reported directly to the Home Secretary.

We also contribute to a set of national key performance questions (KPQs), which measure how well the UK as a whole is responding to the threats from serious and organised crime.

## The seven KPQs are:

**KPQ 1.** How comprehensive is our understanding of serious and organised crime threats and vulnerabilities?

**KPQ 2.** How effectively and efficiently are we managing our resources in countering serious and organised crime threats?

**KPQ 3.** How effectively are we developing core capabilities to address emerging serious and organised crime threats?

**KPQ 4.** How effectively are we pursuing serious and organised criminals in the UK, on-line and overseas?

**KPQ 5.** How effectively are we deterring people from involvement in serious and organised crime?

**KPQ 6.** How effectively are we building resilience in the public and private sector against serious and organised crime?

**KPQ 7.** How effectively are we supporting those impacted by serious and organised crime?

Building and enhancing public trust and confidence in the agency and increasing our public visibility are key factors to our success. Without them, we will struggle to secure public consent for, and greater understanding of, our activity and in particular the use of our law enforcement powers.

We have a strong reputation, which has remained consistently so for the last three years. Last year we increased public confidence from 70% in 2016 to 71.2%. Familiarity with the NCA amongst the general public remained the same (45%), but 64% of people now recognise the NCA name.



## Resources

We have committed to significant non-pay savings through the period of our three-year business plan to relieve pressure on the budget and allow us to maintain our establishment at around 4100 FTE.

For 2018/19, we have set budgets and commissioned affordability measures to reduce non-pay spending by £26.6m. Additional savings will be achieved in 2019/20 and 2020/21. This will ensure that we have a balanced, affordable and sustainable budget. We secure our funding directly through our Supply Estimate, voted by Parliament.

The figures below are in accordance with budget controls agreed with Home Office officials and HM Treasury and reflect NCA Board-approved budgetary targets. As a non-ministerial department, we require parliamentary approval of our Vote funding for 2018/2019. Until the final settlement is agreed with the Home Office, the figures reported are indicative. The figures cover the costs of the full range of NCA activities over the coming year, excluding income and funding received from other sources.

NCA budgets 2018/19	£m
Resource DEL	427.50
of which: Administration	30.95
Programme	396.55
of which: depreciation	50.70
Capital DEL	50.00
Total DEL (excluding depreciation)	426.8

## Statutory basis

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 holds the Director General to account for the effective discharge of the NCA's functions. The Director General has independent operational command of NCA activities. The roles and responsibilities of the Home Secretary, Foreign Secretary – relating to international activity, and wider Government are set out in more detail in the Framework Document for the NCA and the Accountability Letter, which can be found on the NCA's website [www.nationalcrimeagency.gov.uk](http://www.nationalcrimeagency.gov.uk)

To ensure that the NCA is an open and transparent agency, the Director General has a statutory duty to make arrangements for publishing information, and to publish such information about the exercise of the NCA's functions and other matters relating to the agency. The NCA is subject to inspection by statutory bodies in England and Wales and those in the Devolved Administrations.

The Director General is responsible for the appointment, direction of, and designation of powers to, its officers. As Accounting Officer, the Director General is responsible for the NCA's expenditure and accounting arrangements. The Director General chairs the NCA Board, which includes four non-executive members. The Board's responsibilities include providing strategic oversight and performance monitoring. Further information can be found on our website [www.nationalcrimeagency.gov.uk](http://www.nationalcrimeagency.gov.uk)