



# NCA

National Crime Agency

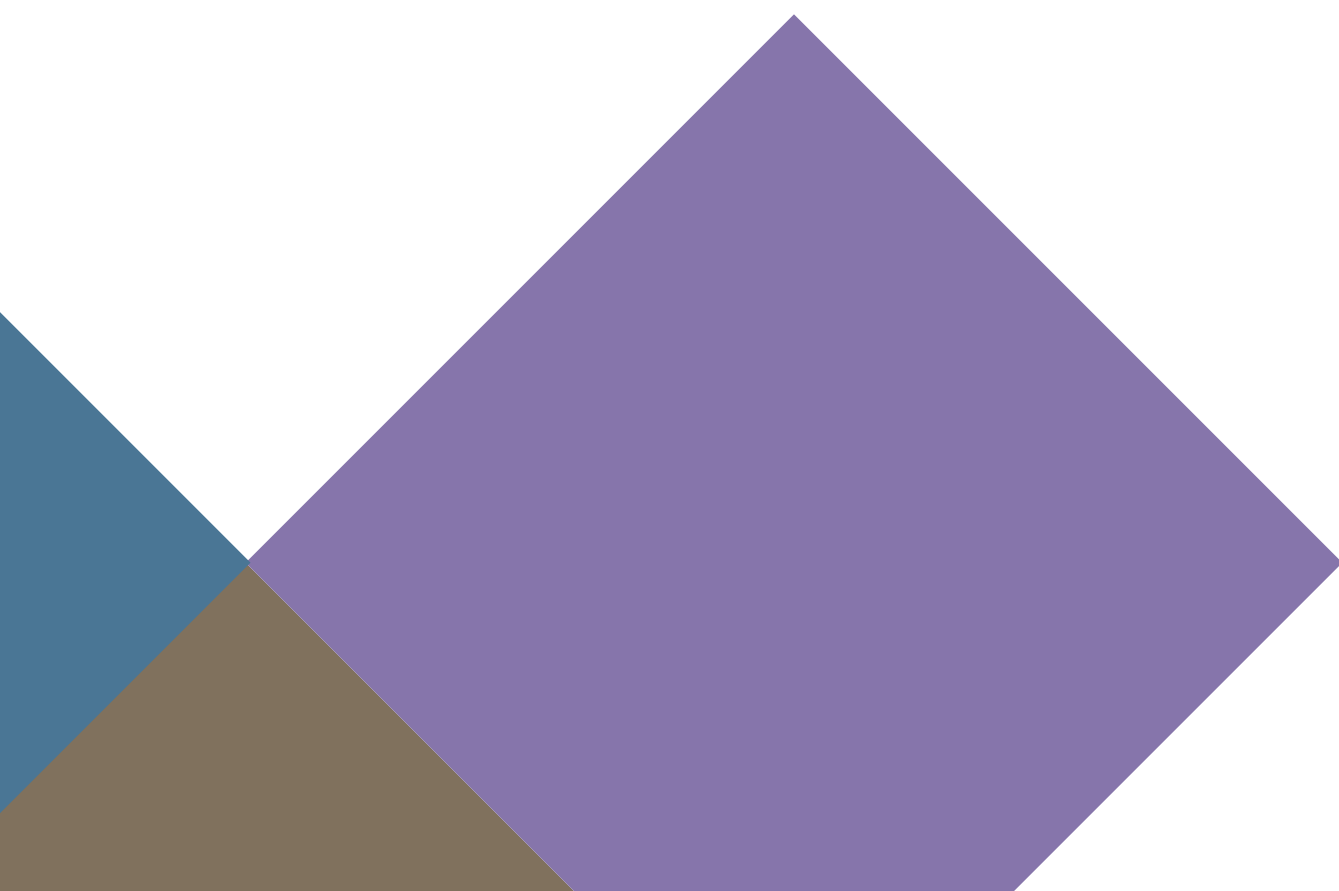
# Annual Plan 2021- 2022

## Leading the UK's Fight to Cut Serious and Organised Crime



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# NCA Annual Plan 2021-2022, Home Secretary foreword

Serious and organised crime undermines our safety, ruins the lives of victims and destroys communities. It affects more UK citizens than any other national security threat and costs at least £37 billion per year, compromising the legitimacy and authority of the state and its institutions.

Organised criminals commit the most serious and harmful crimes, including child sexual abuse, organised immigration crime including the facilitation of small boats across the Channel, modern slavery and human trafficking, illegal drugs and firearms supply, cyber-crime, money laundering, and fraud, often targeting the most vulnerable in our society. Overseas, serious and organised crime poses a threat to international security and prosperity.

The past year has seen an increase in the challenges we face, enabled in part by constantly evolving technologies as well as the COVID19 pandemic. In response, the NCA has adapted, continuing to disrupt the highest harm organised criminals, and safeguard vulnerable people and victims, while protecting UK citizens from those who have sought to profit from the pandemic.

The Government is determined to do more to tackle organised criminality. That is why we are strengthening the NCA, continuing to develop the critical data, intelligence and investigative capabilities required to respond to the ever changing threat. As set out in the recent Integrated Review, we have committed to invest in tackling economic crime, illicit finance and fraud; doubled our investment in tackling county lines and drugs supply and agreed a new cross-government child sexual abuse strategy. The relentless efforts of the NCA will be critical to bolstering our response.

This year has seen some great successes for the NCA, and I know that its officers will continue to show the dedication and determination needed to protect the UK from the scourge of

organised criminality. In support of this I have tasked the NCA to continue to target its efforts in three specific areas:

- **Reduce the number of victims of exploitation:** this includes tackling Child Sexual Abuse, Modern Slavery and Human trafficking, and Organised Immigration Crime
- **Reduce the impact of SOC on our communities:** the main threats are Firearms and Drugs.
- **Reduce the harm to individuals, the UK economy and institutions from economic crime:** the main threats include Fraud and Financial Exploitation, Money Laundering and Cybercrime.

Stepping up our response will be critical this year to increasing resilience, protecting economic security and safeguarding our recovery following the pandemic. I know that the NCA will continue to lead and co-ordinate the fight against SOC, working with both domestic and international partners.

**Rt. Hon. Priti Patel MP**



# Statement by the Director General

Serious and organised crime (SOC) grows ever more complex as criminals exploit rapid advances in technology to obscure their identities, methods and communications. Our National Strategic Assessment (NSA) starkly sets out the scale of the threat we face: it illustrates that SOC operates across geographical borders and online to perpetuate violence, import harm to the UK, drive instability overseas, undermine sovereignty, and corrode economies worldwide.

The Government's Integrated Review of Security, Defence, Development and Foreign Policy reflects the changes needed to enhance the UK's response in the face of these challenges, including by strengthening the NCA. As a system leader, the Agency is committed to working with wider Government to deliver the reforms and investment needed to tackle this established national security threat.

Both the Agency's officers and I remain determined to protect the public, building on the successes of the last year. We learnt a great deal from operating in the context of the

Covid-19 pandemic, in particular developing our ability to respond quickly to a growing pipeline of operational intelligence and adapt in the face of a resilient threat. I am immensely proud of our officers' fortitude and skill in a rapidly changing operational environment. In the coming year, we will continue to deliver high levels of operational performance whilst also progressing wider objectives to stabilise the Agency.

In the last eighteen months the NCA has recruited record numbers of people. Over the coming year, our strategy shifts to their development as we ensure that our officers are equipped with the right skills to deliver sustainable, long-term performance. We must address legacy IT risks related to data and technical infrastructure to enable our workforce to analyse and exploit data more adeptly, drive down costs and further improve our operational effectiveness. We will also continue to invest in our leaders and are prioritising the development of our culture, focusing on inclusion and diversity. We are committed to becoming representative, at all levels, of the communities we serve.

As the country looks forward to life with the pandemic under control, our safety and prosperity remain threatened by the development of the SOC threat. This Annual Plan sets out how we will continue to deliver strong operational performance and build for the future. We will continue to work tirelessly with Government and partners, to enhance the UK's response to SOC. Our safety and national security depend upon it.

**Dame Lynne Owens DCB CBE QPM**





# Home Secretary's Strategic Priorities

The NCA leads the UK's fight to cut serious and organised crime (SOC) and its principal objective is the relentless disruption of that threat. The NCA should lead the operational response to this threat, using its unique capabilities and powers, international network and partnerships to focus investigations on tackling the criminals, groups, networks and enablers that cause the most harm to the UK. The NCA should deny them the space to operate, relentlessly disrupt and dismantle their operations and remove the profits of their crime. In the course of its investigations, the NCA must safeguard vulnerable individuals and victims, working with partners to ensure they receive the most appropriate care and support. The NCA should also continue to maintain flexibility to respond to changing patterns with the SOC-related threats arising from the COVID-19 pandemic.

The NCA should continue to improve the assessment and understanding of the scale, nature and structures of SOC by developing and maintaining the national threat picture and gathering and sharing intelligence. This threat picture should determine its operational response and the response of operational partners.

The NCA should tackle the cross-cutting enablers and vulnerabilities of SOC drawn out in the National Strategic Assessment, including corruption, the international nature of SOC and the use of criminally dedicated secure communication devices and develop capabilities, tactics and partnerships to further enhance the response to the threat.

The NCA should maintain, secure and develop its data and technology infrastructure to respond to the evolving threat. It should

recruit, train and develop an effective workforce with the skills, capabilities and culture required to respond to the threat. The NCA should lead national operational delivery with partners through national SOC governance arrangements with Ministerial oversight. The NCA should also continue the SOC system tasking programme, working collaboratively with partners, especially the police, to ensure a coordinated response that deploys resources effectively according to the national threat and organised crime group mapping.

The NCA's Strategic Priorities are to:

**Reduce the number of victims of exploitation: this includes Child Sexual Abuse and Exploitation, Modern Slavery and Human Trafficking and Organised Immigration Crime**

- The NCA should tackle all forms of child sexual abuse (CSA) by identifying offenders, leading investigations against those presenting the highest risk and coordinating the law enforcement effort to bring them to justice. It should support Government to target structural enablers of CSA, including making offending more difficult by reducing the prevalence of CSA material online. It should safeguard and support victims and survivors and work with partners to develop additional systematic tactics and approaches to disrupt, deter and reduce offending.
- The NCA should dismantle and disrupt the most significant individuals and groups responsible for modern slavery, human trafficking and organised immigration crime, both within and into the UK, including in particular those seeking to

use the Channel Crossing for facilitation. It should prevent people becoming victims of modern slavery or engaging in modern slavery crime by supporting targeted strategic communication campaigns and training of law enforcement partners. It should build understanding of risk factors and vulnerabilities that make people susceptible to victimisation or offending and reduce the harm caused by modern slavery through improved victim identification and support.

**Reduce the impact of SOC on communities: the main threats are Firearms and Drugs**

- The NCA should increase the difficulty experienced by organised crime groups seeking to supply illicit drugs to UK consumers and disrupt the scope for generating profit from doing so, at home and overseas. It should reduce the level of violence in the UK illicit drug market and undermine the County Lines business model by developing actionable intelligence on their structures, networks and operations and disrupting the most significant upstream drug trafficking crime groups.
- The NCA should proactively develop intelligence which identifies the key supply chains for illegal firearms affecting the UK, and dismantle them through targeted action in the UK, at the border and in key upstream nexus points. The NCA should also lead a system-wide response to identifying and tackling the methods through which lawfully held UK firearms are diverted to criminal hands. Through coordinated activity, it should remove illicit firearms from domestic circulation to prevent their acquisition by criminals, including terrorists.

**Reduce the harm to individuals, the UK economy and institutions from economic crime: the main threats include Fraud and Financial Exploitation, Money Laundering, and Cyber Crime.**

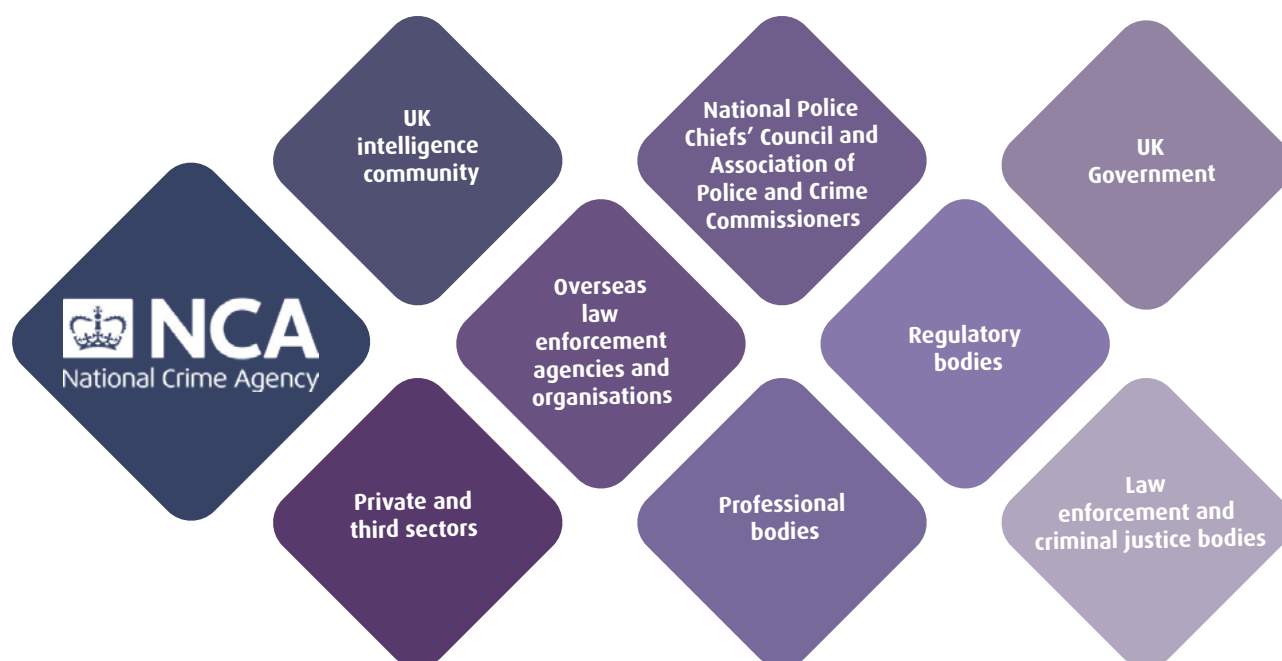
- The NCA should design a cross system plan to make it harder to launder cash within and out of the UK, closing vulnerabilities, seizing cash and arresting criminals. It should lead the system to target the people and vulnerabilities that enable dirty money to flow into and through the UK financial system and corporate structures, exploiting UK processes and institutions and damaging the UK's reputation. It should identify, disrupt and arrest specialist money launderers, international controllers and professional enablers, increasing the amounts seized from criminals. It must continue to strengthen the National Economic Crime Centre, co-ordinating the operational response to economic crime.
- The NCA should disrupt organised crime groups (OCGs) involved in high-harm fraud, building an improved intelligence picture of organised fraud and coordinating a whole system response to target the groups, enablers and vulnerabilities through cross-community action. It should support the Home Office in driving system-wide reform to prevent and reduce fraud within the UK economy through the National Economic Crime Centre's operational and system leadership. It should continue to work with partners to safeguard and support victims of fraud and financial exploitation.
- The NCA should lead the law enforcement response to the most serious cyber crime threats targeting the UK. It should provide the investigative response for the highest severity cyber crime incidents and support incidents delegated to other authorities for investigation. This will reduce the exposure of the UK public to the highest harm cyber threats and support delivery of the National Cyber Strategy by improving engagement with international partners and multilateral organisations. The NCA should also improve the law enforcement response and reduce the number of victims of cyber crime, including through closer collaboration with the private sector.

# NCA and Partners

The NCA's mission is to protect the public by leading the UK's fight to cut serious and organised crime (SOC). We are at the centre of the UK's response to this national security priority, operating as the vital link between the global and local threat. The NCA has officers based in England, Wales, Scotland and Northern Ireland, protecting citizens in every community.

We work with Government and law enforcement partners and across all sectors to deliver a whole-system response to serious and organised crime – in the UK, at the border, overseas and online. SOC is a global threat and we have a network of International Liaison Officers based around the world in key locations where some of these threats to the UK manifest themselves. We use this footprint, reach and established operational collaboration with partners to drive an effective upstream response that disrupts organised criminals and their activity before they impact on the UK.

As well as our work with partners overseas, we have an established system leadership role in the UK, working collaboratively with UK partners including policing on delivering an assertive operational response to the threat. This includes leading our own investigations against the most harmful criminals, by working closely with the Crown Prosecution Service and HM Prison and Probation Service, often with the support of our law enforcement partners. We also provide our specialist capabilities to support all partners as they tackle serious and organised crime. In parallel to our operational activity we also work across all sectors, collaborating with a wide range of private companies and third sector organisations, to lead activity which prevents serious and organised crime and protects our citizens from its harmful effects.



# Year in Numbers

In 2020-21, NCA activity led to:

Over  
**4,000**  
disruptions<sup>1</sup>

Over  
**149**  
tonnes of  
illegal drugs seized

Sentences  
totalling **1,300**  
years

**500**

prevent  
interventions  
against  
individuals at  
risk of becoming  
future cyber offenders



Over  
**1 million**

victims of cyber crime  
safeguarded, who would  
otherwise have been  
vulnerable to further  
exploitation



Over  
**270**  
criminally-controlled  
websites taken down  
or suspended



Over  
**1,600**  
children  
safeguarded



Over  
**1,200**  
individuals in  
the UK arrested



Over  
**£150m**  
restrained, frozen  
or seized



Over  
**450**  
firearms seized



Over  
**700**  
potential victims of  
trafficking rescued



<sup>1</sup> A disruption is recorded when the NCA has a positive impact in reducing the threat, risk and/or harm posed by a SOC offender or organised crime group. This includes outcomes such as arrest or conviction, use of immigration or civil finance powers, and activity to tackle the threat at scale through crime prevention and growing the UK's resilience to the SOC threat.



# What is our Impact?

## Case Study – Child Sexual Abuse

Prolific online child sex offender David Wilson, aged 36, pretended to be a number of teenage girls online and approached more than 5,000 boys globally to try to groom them. Wilson, of King's Lynn, Norfolk, deceived more than 500 boys into sending him sexual abuse videos and photographs of themselves and in some cases of younger siblings or friends. Wilson used Facebook Messenger to target his victims and threatened to send the images to their friends and family unless they sent more. Wilson – one of the most prolific offenders in the NCA's history – was jailed for 25 years in February 2021.

## Case Study – Modern Slavery & Human Trafficking

A husband and wife duped 41 victims into leaving Romania to become slaves who they controlled in the UK. Alexander Goran, 30, and his wife Ana Marie, 34, were jailed after an investigation, conducted in partnership with the Gangmasters and Labour Abuse Authority, showed they convinced the victims to move to the UK on the promise of jobs and accommodation. Goran housed the workers in sub-standard accommodation and arranged jobs at food processing businesses through an employment agency which his organised crime group had infiltrated. He arranged for their wages to be paid into his wife's bank account and they deducted huge sums.

Victims were deprived of their identification documents and bank cards to prevent them leaving. The victims were also given fake IDs so they could work extra shifts and maximise the offenders' profits. Goran was sentenced to three and a half years in jail and was deported after serving seven months. His wife was sentenced to 15 months in prison.

## Case Study – Organised Immigration Crime

A new Anglo-French Joint Intelligence Cell, comprising NCA, UK Immigration Enforcement and French Police Nationale officers, was established in July 2020, to tackle the organised immigration crime threat. In the first four months of operations the unit was involved in the arrest of 139 suspected facilitators, and prevented around 1,100 migrants from making the crossing by small boat.

## Case Study – Drugs

In September 2020, the NCA led an international operation and seized, with the support of Border Force, more than a tonne of heroin and morphine derivatives at Felixstowe port in Suffolk, worth £120 million at street level. The container ship was bound for Antwerp, but it is highly likely a large proportion of the addictive and destructive drugs were destined for UK streets. One suspect was arrested in the UK and, with support from Dutch and Belgian law enforcement, three suspects were arrested in The Netherlands.

## Case Study – Operation Venetic

The NCA-led Operation Venetic resulted in the arrests of more than 1,550 people across the UK following international partners' extraction of data from the encrypted communications platform EncroChat. The operation was a nationwide effort led by the NCA and involving the full range of partners before, during and after arrest. The operation increased law enforcement's understanding of the strong link between the drug trade, firearms and serious violence. In addition to organising drug supply, criminals used the platform to buy and sell illegal firearms and coordinate threats of serious violence and death to rivals. The majority of the firearms recovered were handguns, including original lethal purpose pistols, converted blank firers and modified ammunition, however the platform was also used to source sub-machine guns and assault rifles. Operation Venetic resulted in widespread disruption, which is on-going, including the seizure of over £56 million in criminal cash, 115 firearms, 2,800 rounds of ammunition, over 5.8 tonnes of Class A and B drugs, and the successful mitigation of more than 200 threats to life.

## Case Study – Cyber

In early 2020, a UK local authority suffered a ransomware attack that took many of its services offline and restricted the use of telephone and email systems. The attack briefly increased the risk to the delivery of local frontline services, including functions involving vulnerable children and adult care. Data relating to school admissions was also encrypted, causing potential delays to the school placement process for ten schools and affecting the process for neighbouring councils due to cross-boundary applications. The NCA's National Cyber Crime Unit, the National Cyber Security Centre, law enforcement partners and local authorities worked together to quickly mitigate the risk to the council's critical business functions.

## Case Study – Fraud

Text messages imitating the NHS have been sent out by fraudsters in a scam targeting the UK's vaccination programme. The fake message is designed to capture personal and financial details, which will then be used to commit future frauds. The messages state a victim is "eligible to apply for their Covid-19 vaccine" with a link to a fake NHS website, which requests personal information and bank details for the purposes of verification. The website uses the NHS logo and style to trick the victim into believing it is legitimate.

The National Economic Crime Centre worked closely with the Government and the NHS to reduce the fraud risks and to communicate to the public that the vaccine is free, which helped to ensure that direct fraud losses from the vaccine scam are very low.

## Case Study – Intelligence Capability

During the Covid-19 pandemic the NCA's National Data Exploitation Capability worked at pace with the Cabinet Office, partners across Government and law enforcement to identify potential serious and organised crime activity in the personal protective equipment (PPE) procurement scheme. Directors and companies with a significant SOC footprint were identified via intelligence or convictions data. Thousands of checks were completed and assessed, resulting in intelligence being passed to NCA partners. Contracts relating to six different companies worth £72 million were refused as a direct result of NCA intelligence.

## Case Study – Money Laundering

An Unexplained Wealth Order, secured by the NCA at the High Court, resulted in a businessman from Leeds agreeing to hand over nearly £10 million of assets, including dozens of properties across England. NCA civil investigators, who had been investigating him for over a year, argued that his wealth had been accumulated through many years of money laundering for serious and violent organised crime groups in West Yorkshire.

## Case Study – Extortion

During the height of the Covid-19 pandemic NHS England received an email demanding £10 million with a deadline for payment or an explosive package would be left at a hospital. Nineteen further threatening emails were sent to the NHS and the NCA. The NCA launched a high priority investigation, led by specialist cyber crime officers, in order to identify the offender and prevent any attack on the NHS. An Italian national was arrested in Germany for attempted extortion and was sentenced to three years' imprisonment in February 2021.

## Case Study – Scotland

In a joint operation between the NCA and Police Scotland, specialist Border Force search teams located one tonne of high-purity cocaine, with an estimated street value of up to £100 million, concealed within boxes of fruit destined for Glasgow fruit market. The drugs were found within a cargo of 48 pallets of bananas that had arrived at Dover docks on a vessel from Ecuador.

## Case Study – Northern Ireland

An NCA investigation resulted in eight criminals being sentenced to a combined 139 years in prison for conspiracy to import heroin. In a series of civil investigations into dozens of close associates of those convicted, 59 properties in Birmingham and Northern Ireland worth £17 million were recovered. The properties had been acquired using the proceeds of crime, linked to heroin importation and distribution, fraud and money laundering.



# Our Approach to Performance

The NCA's governance drives transparency and accountability in delivering the organisation's mission to the highest standard. The Director General sets Operational Priorities in line with the Strategic Priorities set by the Home Secretary. Through business planning the Agency sets performance ambitions (i.e. stretching goals), to measure progress against the Priorities. In setting and reviewing progress against our ambitions, we take full account of the threat picture, Agency strategy, mitigation of corporate risk and the available resource. The NCA's Annual Plan reflects the conclusions of the business planning process and is published for public record.

There are a number of mechanisms which support the accountability of the Director General of the NCA to the Home Secretary. The Home Office is represented on the NCA Board and therefore sighted on the Agency's performance data. Every week the Director General of the NCA submits a letter to the Home Secretary updating on the operational performance of the Agency. The NCA Oversight Group is chaired by the Security Minister and meets quarterly to scrutinise Agency performance and corporate risk. The Agency also regularly submits Accountability Briefs to the Home Secretary on issues of strategic significance. The detail of our accountability mechanisms and the respective roles therein of the Director General of the NCA, the Home Secretary and others are set out in the statutory Framework Document which is laid before Parliament.<sup>2</sup>

While the Director General's principal accountability is to the Home Secretary, the NCA is also subject to scrutiny by the UK Parliament, the Scottish Parliament, the Northern Ireland Assembly and the Northern Ireland Policing Board and other public bodies. The bodies which have a statutory role to inspect, scrutinise or regulate the functions or activities of the NCA include (but are not limited to) Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, the National Audit Office, the Investigatory Powers Commissioner's Office and the Independent Office for Police Conduct. In Scotland this also includes the Police Investigations and Review Commissioner and in Northern Ireland the Police Ombudsman and Criminal Justice Inspector.

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<sup>2</sup> <https://www.nationalcrimeagency.gov.uk/who-we-are/publications/29-nca-framework-document/file>

# NCA Values

The NCA upholds the following FIRST values

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



# NCA Operational Priorities

To fulfil our mission and to deliver against the Home Secretary's Strategic Priorities the Director General has set five Operational Priorities for the Agency as follows:

1. To enhance the intelligence picture of existing and emerging serious and organised crime threats to the UK.
2. To lead, task and coordinate the law enforcement operational response against agreed priority threats, ensuring the right resources are targeted where they will have the greatest impact.
3. To operate proactively at the high-end of high-risk, undertaking significant investigations resulting in disruption of threats by the most effective means.
4. To develop and deliver specialist capabilities and services, where this is best done nationally, for the benefit of all UK law enforcement.
5. To enhance our capability and credibility by recruiting and retaining talented officers and enabling them with the right skills, facilities, data and technology to operate productively and effectively.

The following pages describe the Agency's approach in the coming year to meet the Operational Priorities set by the Director General. To deliver on the Home Secretary's Strategic Priorities and the Director General's Operational Priorities, our approach will remain intelligence-led and target the highest-harm criminals, whatever type of criminality they are involved in. Our understanding of the SOC threat to the UK is set out in the National Strategic Assessment 2021.<sup>3</sup> The Agency will continue to **Pursue** serious and organised criminals by delivering criminal justice outcomes and, where applicable, alternative disruptions, to the highest standard. We will continue to work closely with our partners to deliver **Prevent, Protect** and **Prepare** outcomes, in line with the Serious Organised Crime Strategies for England and Wales, Northern Ireland and Scotland.

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<sup>3</sup> <https://www.nationalcrimeagency.gov.uk/who-we-are/publications/533-national-strategic-assessment-of-serious-and-organised-crime-2021/file>

# Operational Priority 1

To enhance the intelligence picture of existing and emerging Serious and Organised Crime threats to the UK.

We will:	We will do this by:	We will measure our success by:
<p>Develop and adopt enhanced collection techniques to continually improve the value of intelligence delivered.</p> <p>Improve how we analyse and exploit the intelligence gathered to enhance our understanding of the threat and grow the number of timely opportunities to disrupt SOC.</p>	<p>Improving our ability to gather information, across all forms of collection technique, so that we keep pace with the growing scale and complexity of the threat.</p>  <p>Developing all collection techniques and sharing the intelligence dividend to counter the challenge of encryption.</p> <p>Enhancing access to private sector intelligence through successful public-private collaboration.</p>  <p>Developing our national data exploitation capability so the NCA and other law enforcement agencies can more effectively exploit large volumes of data and intelligence to deliver operational outcomes.</p>  <p>Developing our strategic analysis function to ensure that our understanding of the threat and the way we articulate it to others is of the highest standard.</p>	 <p>Working with our investigation teams and SOC system partners to establish the impact of the intelligence delivered to them for action.</p>  <p>Demonstrating the impact of investment in new data exploitation capabilities which allow us to deliver more operational outcomes.</p>

# Operational Priority 2

To lead, task and coordinate the operational response against agreed priority threats, ensuring the right resources are targeted where they will have the greatest impact.

We will:	We will do this by:	We will measure our success by:
<p>Ensure an effective Prepare, Prevent, Protect, Pursue (4P) response to SOC through our own operational delivery and leadership of the SOC system.</p>  <p>Improve the whole system's response to high-end, high-harm threats.</p>	<p>Using cross-system threat governance to ensure the response is prioritised against the most significant serious organised criminals and is well-coordinated.</p>  <p>Further embed the NCA's threat leadership function across the system, including by developing the National Economic Crime Centre.</p> <p>Embed the new SOC system tasking model, a collaborative approach across all Serious Organised Crime threats.</p>	<p>Reporting the regional and national profile of disruptions and the assessed strategic threat picture on a quarterly basis.</p>  <p>Evaluating progress delivering the collective ambitions set in 4P plans for each SOC threat through Strategic Governance Groups.</p>

# Operational Priority 3

To operate proactively at the high-end of high-harm, undertaking significant investigations resulting in disruption of threats by the most effective means.

We will:	We will do this by:	We will measure our success by:
<p>Investigate and disrupt individuals and groups operating at the high-end of high-risk both in the UK and internationally.</p>  <p>Increase our impact against those that cause the most harm and those that enable criminal activity across a range of SOC threats.</p>	<p>Prioritising our operational assets to focus on the highest priority criminals (which we classify as P1 and P2 operations).</p> <p>Developing expertise in and learning from deploying a wider range of disruptive measures including immigration and financial options.</p>  <p>Growing the scale and impact of upstream disruptions delivered against our highest priority operations (P1 and P2) by working ever more closely with international partners.</p>	<p>Delivering a greater proportion of disruptions against our highest priority (P1 and P2) operations and maintaining our overall levels of arrests, charges and convictions.</p> <p>Increasing our use of novel disruptive tactics, such as Unexplained Wealth Orders and immigration disruptions, to ensure the best outcome is reached.</p> 

# Operational Priority 4

To develop and deliver specialist capabilities and services, where this is best done nationally, for the benefit of all UK law enforcement.

We will:	We will do this by:	We will measure our success by:
<p>Maintain the services delivered by the NCA to support all partners including local delivery in police forces, such as our International Liaison Officer Network and UK Bureau of Interpol, National Data Exploitation Capability, National Assessments Centre, National Cyber Crime Unit, UK Financial Intelligence Unit, Anti-Kidnap &amp; Exploitation Unit and Major Crime Investigative Support services.</p> <p>Continue to work with partners on national capability requirements and ensure the right capabilities are being developed and/or delivered in the right place.</p>	<p>Enhancing our national capabilities for tackling illicit finance, financial exploitation and fraud, (National Economic Crime Centre, National Assessment Centre, and National Data Exploitation Capability).</p> <p>Working with national security and other partners to increase collaboration and sharing of capabilities to improve efficiency and the overall impact of our 4P response.</p> <p>Increasing the effectiveness of the UK Financial Intelligence Unit and supporting the Suspicious Activity Reports reform programme to improve our use of private sector information.</p>	<p>Monitoring the delivery of our cross-Agency illicit finance investments to ensure we are disrupting more flows of criminal cash than ever before.</p>  <p>Evaluating our impact across the spectrum of our SOC and major crime support services, from the effective assessment and dissemination of financial intelligence through to value added from our network of International Liaison Officers.</p>



# Operational Priority 5

To enhance our capability and credibility by recruiting and retaining talented officers and enabling them with the right skills, facilities, data and technology to operate productively and effectively.

We will:	We will do this by:	We will measure our success by:
<p>Focus on developing our people and culture through our commitment to upskilling, wellbeing, diversity and inclusion.</p> <p>Continue to transform our digital, data and technology infrastructure, improving how we use data and mitigate technical risks that have the potential to hinder delivery of our mission.</p>  <p>Develop our approach to innovation to support the effective delivery of our operations.</p>	<p>Developing those officers recruited over the last 12 months, equipping them and our existing officers with the training and skills to operate at the high-end of high-risk.</p> <p>Ensuring the NCA's management of information and data remains effective, secure, proportionate and lawful, giving us confidence in our data and enabling us to better exploit it.</p> <p>Delivering a balanced investment plan to sustain and operate legacy technology and provide a platform for digital transformation to improve how we manage the threat.</p> <p>Establishing a research and development capability to drive innovation in our operational delivery.</p> <p>Developing the Agency's efficiency plan.</p>	<p>Improving our staff survey scores.</p> <p>Increasing the diversity of our workforce across protected characteristics.</p> <p>Monitoring the delivery of our change portfolio and ensuring the benefits identified at project inception are being realised.</p>  <p>Reducing organisational risks, keeping our data safe and secure and delivering our assurance recommendations.</p>

# Our Work in Scotland and Northern Ireland

## **Policing and criminal justice are devolved matters in Scotland and Northern Ireland.**

As a UK-wide organisation, the National Crime Agency ensures that our activity, within both jurisdictions, takes full account of their specific and differing legislative, operational and political requirements, whilst also respecting the primacy of the respective police forces and prosecution authorities.



We continue to work collaboratively with local, national and international partners **to identify, tackle and disrupt serious and organised crime threats impacting Scotland and Northern Ireland**, and we remain **committed to protecting their communities from the threat** of serious and organised criminality. In doing so, we will have due regard to local government and policing strategies/priorities.



To achieve this, we will **continue to actively maintain positive working relationships with our partners** in Scotland and Northern Ireland but also **maximise opportunities for further collaboration** that benefit their respective whole-system responses to serious and organised crime. The Director General (Operations) will continue to operate as the Strategic Lead between the NCA and partners in Scotland and Northern Ireland.

### **Our partners include (but are not limited to):**

#### **Scotland:**

- Police Scotland
- Scottish Government
- Lord Advocate (Crown Office)
- Scottish Police Authority

#### **Northern Ireland:**

- Police Service of Northern Ireland (PSNI)
- Northern Ireland Policing Board
- Department of Justice in Northern Ireland
- Public Prosecution Service Northern Ireland

## Our Activity in Scotland:

- The delivery of the NCA's functions in Scotland is governed by memoranda of understanding with Scottish Ministers and with the Lord Advocate's office. The Director General of the NCA designates appropriately trained and qualified NCA officers with the powers of a Scottish constable. We are able to conduct our own operations in Scotland with the consent of the Lord Advocate. In addition, the full range of our national capabilities, services and functions is available to Police Scotland and other Scottish law enforcement partners, to support and enhance their operational activity.
- In the forthcoming year, we will specifically:
  1. **Continue to drive a strong and collaborative operational response to the serious and organised crime threat in Scotland and its borders<sup>4</sup> through the joint NCA and Police Scotland Organised Crime Partnership.** We will actively develop opportunities to strengthen and broaden our collaborative effort across the serious and organised crime threat landscape, whilst being innovative and proactive in our approach.
  2. **Work closely with Police Scotland to broaden access to NCA specialist capabilities and develop/grow joint NCA-Police Scotland niche investigative capabilities to tackle priority SOC threats.** We will collectively ensure these capabilities are targeted where they will have the greatest impact and, overall, strengthen the whole SOC system response in Scotland.
  3. **Continue to use our international reach and strong operational partnerships to tackle new and emerging serious and organised crime threats.** Efforts to monitor and respond to changes in serious and organised criminality brought about by the

impact of Covid-19 and the UK's exit from the European Union will continue.

4. **Actively support the delivery of local strategic priorities for tackling serious and organised crime through analysis of key strategic threats identified in the coming year.** This analysis will be shared with partners to inform the whole SOC system response in Scotland.
- In undertaking the above, we will actively contribute to the objectives of Scotland's Serious and Organised Crime Strategy, whilst also actively and positively contributing to the work of the Scottish Serious Organised Crime Taskforce and the production of the Scottish Multi-Agency Strategic Threat Assessment.

## Our Activity in Northern Ireland:

- The delivery of the NCA's functions in Northern Ireland (NI) is governed by memoranda of understanding with the Northern Ireland Policing Board and the Police Service of Northern Ireland. The Director General of the NCA designates appropriately trained and qualified NCA officers with the powers of a Northern Ireland constable.
- In the forthcoming year, we will specifically:
  1. **Continue to work collaboratively with PSNI and other law enforcement partners to enhance our operational response to the serious and organised crime threat in Northern Ireland and at its borders.<sup>5</sup>** This includes considering new joint operating models to tackle a range of serious and organised crime threats in NI, exploring the benefits of single location while broadening access to a range of joint niche investigative capabilities. We will continue to provide NCA specialist capabilities for the benefit of our NI law

<sup>4</sup> Sea and air ports

<sup>5</sup> Land border, sea and air ports

enforcement partners to support a whole-system SOC response in NI. Exploring the option of a ‘crime campus’ operating model supports our shared ambition to build and deliver stronger collaborative approaches to SOC in NI. We will continue to work with partners to implement the recommendations from the NCA review into the response to serious organised crime.

2. **Continue to use our international reach and strong operational partnerships to tackle new and emerging serious and organised crime threats.** Efforts to monitor and respond to changes in serious and organised criminality brought about by the impact of Covid-19 and the UK’s exit from the European Union will continue.
  3. **Support our NI partners to drive forward policy-level changes and develop the strategic intelligence picture to strengthen and inform the whole SOC system response in Northern Ireland.** We will continue to work with the NI Department of Justice to contribute to the revised Organised Crime Strategy and to consider the implementation of existing and new legislative measures. Supporting the Organised Crime Task Force and wider collaborative, multi-agency approach through the provision of intelligence and threat assessments.
  4. **Identify and maximise opportunities to increase our engagement with NI communities.** We will work collaboratively with our NI partners to develop our reach and messaging to NI communities in order to better protect them from the harm (including violence and exploitation) caused by serious and organised criminality. Alongside PSNI we will look to enhance engagement with senior leaders and community groups.
- In undertaking the above, we will continue to have due regard to the Northern Ireland Policing Plan 2020-25 and Annual Performance Plan 2021-22.

- The NCA supports the strategic vision outlined within the Organised Crime Strategy (NI) 2021-2024 and alongside PSNI and HMRC colleagues, is a key part of the Paramilitary Crime Task Force (PCTF), tackling the threats posed from those who would seek to dominate our communities. The PCTF is dedicated to tackling the threat posed by paramilitary crime groups who act as organised crime groups supplying drugs and perpetrating violent crime across Northern Ireland. The NCA will continue to offer the full spectrum of its capabilities to support the PCTF and advise on options for further legislation to strengthen the Taskforce efforts in tackling the proceeds of crime. The Joint Agency Task Force – specifically under the ‘Cross-Border Policing Strategy’ – provides a focus on delivering effective operations across the island of Ireland.
- We operate in Northern Ireland under a General Authorisation. 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 Code of Ethics and pass the assessment. The Director General of the NCA values the continued opportunity to appear before the Northern Ireland Police Board on a bi-annual basis.

# NCA Resource

The NCA's budget is complex because it is made up of a number of different funding streams.

- Vote funding is secured through the Agency's Supply Estimate and voted by Parliament. This comprises **62%** of the Agency's budget.

- External funding is from a total of 35 other funding streams, spanning 17 different bodies, making up the remaining **38%** of the Agency's budget.

This is shown in Table 1 below.

The 17 bodies that provide the external funding streams decide annually whether to continue their funding of the NCA.

**Table 1: Indicative NCA Budget\*\***

	RDEL (£m)	CDEL (£m)	Total (£m)
<b>NCA Core Vote Funding</b>	<b>396.9</b>	<b>44.5</b>	<b>441.4</b>
Admin*	37.4		37.4
Programme*	359.5		359.5
Capital*		44.5	44.5
<b>External</b>	<b>204.2</b>	<b>66.2</b>	<b>270.3</b>
Home Office – Serious and Organised Crime Group	25.6	4.8	30.4
Home Office – Policing	34.6	6.2	40.7
Home Office/HM Treasury – Economic Crime	52.4	44.5	96.9
Other Home Office Allocations	50.4	10.7	61.1
Funding from other government departments	41.2		41.2
<b>Total: Cash Funding</b>	<b>601.0</b>	<b>110.7</b>	<b>711.7</b>

\* To be confirmed as part of the Main Estimate process 2021-22

\*\* numbers include decimal point roundings

The figures in Table 1 are in line with the budget controls agreed with the Home Office and HM Treasury and reflect the NCA Board's draft budgetary targets. As a non-ministerial department, the NCA requires Parliamentary approval of its Vote funding for 2021-22. The figures in Table 1 cover the costs of the planned NCA activities over the coming year. Our total budget for 2021-22 is £711.7m. This includes an overall reduction of £11.0m (1.6%)

compared to 2020-21, comprising a reduction of £8.3m imposed on Vote funding and £2.7m of reductions in certain existing external funded lines, which has impacted our ability to deliver. However, we have received an additional £54.6m of new external funding, as per the table below. This new funding comes with the need to deliver new or higher levels of performance and therefore does not give the NCA any financial benefit.



**Table 2: New Funding 2021-22**

New Funding	£m
ICCC Funding	5.0
Illicit Finance Business Case	27.4
SARS Business Case	4.8
NCSP: High End Specialist Capability	2.0
CJTF: Critical Capabilities	7.0
Investigations Border FI Team	0.8
POCC reform	0.2
Fraud Funding	4.3
Project Plutus	0.1
Small boats OIC commitment	3.1
<b>Grand Total</b>	<b>54.6</b>

The external funding increases reflect new investment to deliver additional activities such as expanding capabilities to tackle illicit finance, increasing our intelligence and investigatory capacity and enhancing our ability to tackle cyber crime, organised immigration crime and fraud. All of these activities will require the Agency as a whole to successfully deliver performance linked to the new investment.

In addition to this amount, the NCA received funding for non-cash items such as depreciation and Annually Managed Expenditure (AME) for legacy costs such as pension liabilities. These funding streams are subject to a separate Home Office allocation process, which requests Parliamentary approval for funding to meet the actual costs incurred in the year.

The Agency faces multiple financial pressures on its budget including increasing data and technology legacy costs and absorbing cross-government efficiencies. We have committed to achieve significant non-pay savings in 2021-22 to relieve financial pressures on the budget.

The target establishment for 2021-22 is ~6,396 Full Time Equivalent (FTE). This compares to ~6,000 FTE for 2020-21. The increases are almost entirely in the externally funded establishment.



  
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