



**NCA**

National Crime Agency

# National Crime Agency Annual Report and Accounts 2024-2025

HC 1115







# **National Crime Agency Annual Report and Accounts 2024-2025**

For the period 1 April 2024 to 31 March 2025

Annual Report presented to Parliament pursuant to paragraph 8(2) of Schedule 2 to the Crime and Courts Act 2013.

Accounts presented to the House of Commons pursuant to Section 6(4) of the Government Resources and Accounts Act 2000.

Accounts presented to the House of Lords by Command of His Majesty.

Ordered by the House of Commons to be printed on 21 July 2025

**HC 1115**



© Crown copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3).

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at [www.gov.uk/official-documents](https://www.gov.uk/official-documents).

Any enquiries regarding this publication should be sent to us at National Crime Agency, Command Suite, Unit 1 Spring Gardens, Tinworth Street, London, SE11 5EN.

ISBN 978-1-5286-5521-7

E03314583 07/25

Printed on paper containing 40% recycled fibre content minimum

Printed in the UK by HH Associates Ltd. on behalf of the Controller of His Majesty's Stationery Office



# Contents

Foreword by the Home Secretary	7
Statement from the Director General	10
<b>Part 1 – Performance report</b>	<b>13</b>
Performance overview	14
Our vision and purpose	17
2024-25 Home Secretary priorities	19
The Serious and Organised Crime Threat	23
NCA Strategy 2023-28	27
Performance summary	31
Performance analysis	39
Increasing demand on Agency resources from organised crime	42
National Capabilities	62
Sustainability report	78
Financial summary	98

<b>Part 2 - Accountability Report</b>	<b>103</b>
Statement of Accounting Officer's responsibilities	104
Remuneration and staff report	132
Parliamentary accountability and audit report	165
The Certificate and Report of the Comptroller and Auditor General to the House of Commons	178
<b>Part 3 – Financial Statements</b>	<b>192</b>
Statement of comprehensive net expenditure	193
Statement of financial position	196
Statement of cash flows	198
Statement of changes in taxpayers' equity	200
Notes to the accounts	202
Annex A- Regulatory reporting	263

# Foreword by the Home Secretary



Security is the foundation upon which thriving communities are built. It is the bedrock that enables opportunity, prosperity, and cohesion.

Serious and organised crime remains one of the most significant threats to our country's security and prosperity. It fuels violence, exploits the vulnerable, and undermines public confidence in our criminal justice system. From cyber-attacks and fraud to modern slavery, child sexual abuse, and the illegal trafficking of people, drugs and firearms, these crimes devastate communities and endanger lives across the country.

The National Crime Agency (NCA) is at the forefront of our national response. It plays a pivotal role in disrupting criminal networks that operate across borders and exploit technology to evade justice. Whether dismantling the people smuggling networks facilitating dangerous small boat crossings, tackling high-harm fraud, or protecting children online, the NCA's work could not be more vital.

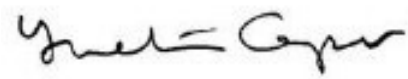
The Agency's impressive results over the past year demonstrate a growing impact, with a record-breaking 6,989 disruptions, the highest volume ever recorded. Working with partners, the Agency delivered 345 NCA-led Organised Immigration Crime disruptions, a 40% increase on the previous year, striking a major blow against people smuggling operations. A further 450 high-impact disruptions targeted the most dangerous organised crime groups operating in and against the UK.

The Agency have also taken thousands of firearms out of circulation, and helped seize over 230 metric tonnes of Class A drugs worldwide. It arrested more than 2,000 suspected serious and organised criminals, and supported UK police in making 800 child sexual abuse-related arrests each month, leading to the safeguarding of more than 1,100 children monthly. In its role tackling economic crime, the Agency also helped thwart more than 400,000 fraud attempts, and issued over 400 cyber protection alerts, including 170 related to ransomware, helping to avert an estimated £221 million in potential economic losses.

The NCA's collaboration with the Border Security Command has been instrumental in enhancing the UK's response to organised immigration crime. We have invested in new capabilities, introduced tougher legislation, and deployed officers across Europe to

enhance international cooperation and dismantle smuggling networks.

The Agency continues to innovate, adapting to emerging threats, harnessing cutting-edge technology, and forging closer international partnerships. Its greatest asset is its people, and I am deeply grateful for their professionalism, dedication, and tireless efforts to protect the public. That will remain critical as the Government and law enforcement continue to work in partnership to fight serious and organised crime and keep the UK safe.



**Rt Hon Yvette Cooper MP**  
**Home Secretary**

# Statement from the Director General



I am proud to introduce the National Crime Agency Annual Report and Accounts for 2024-25.

Over the last year, we have seen the overall threat and harm from serious and organised crime (SOC) continue to grow, albeit more slowly than previously. SOC continues to cause more harm to more people than any other national security threat, costing the UK economy at least £47 billion, and presenting a danger on our streets and online, to our communities, our economy, and our borders. We set out a detailed analysis of how the threat is evolving in our annual National Strategic Assessment of Serious and Organised Crime.

Our response has also grown to match the threat. The Agency focuses on disrupting those criminals that pose the highest risk to the public, tackling them upstream, overseas and online, and we have had real success in doing so. In 2021, we set ourselves the ambitious target of increasing our highest-impact disruptions by 50% by March 2025; I am proud to report that we have not just met that target but



exceeded it, with a 72% increase. More broadly, we increased our total disruptions – actions that tangibly degrade or remove a criminal threat – to nearly 7,000 in 2024-25, an 34% increase on the previous year, and equivalent to 19 disruptions each and every day.

Those disruptions take many forms, but included:

- over 2,000 arrests.
- disrupting 40% more criminals organising small boat crossings than last year.
- preventing over 400,000 frauds.
- helping police make over 800 arrests for child sexual abuse per month.
- contributing to seizing over 230 tonnes of class A drugs, including 4.4 tonnes of cocaine being dropped from container ships off the British coast.
- suppressing the lethal threat from synthetic opioids.
- contributing to sanctions against 16 members of ‘Evilcorp’ – once the most significant cybercrime group in the world.
- leading the international arrest and extradition of a man believed to be one of the world’s top cybercriminals.
- issuing over 400 cyber protect notices, saving the UK economy over £220m.

- continuing to keep firearms crime among the lowest in the world, including by tackling the threat of the conversion of top-venting blank firearms.
- undertaking the first civil forfeiture of sanctioned funds.
- leading one of the biggest international operations against money laundering with 84 arrests in the UK.

These achievements are testament to the commitment and expertise of our officers, and our excellent partners across law enforcement, the intelligence agencies and government. I am proud of them all.



**Graeme Biggar CBE**  
**Director General, NCA**



# Part 1 – Performance report



## **Performance overview**

The Performance overview provides a summary of the NCA's purpose, objectives and performance during the year. Further detail can be found in the Performance summary on page 31.

## **Who we are and what we do**

The NCA's mission is to protect the public from serious and organised crime (SOC). The Agency (NCA) achieves this by degrading the most harmful organised crime groups (OCGs) and leading the wider law enforcement system to reduce the threat. The Agency has two main functions set out in the Crime and Courts Act (2013):

- A 'crime-reduction function' of ensuring efficient and effective activities to combat organised crime and serious crime are carried out (whether by the Agency, other law enforcement agencies, or other persons); and
- A 'criminal intelligence function' of gathering, storing, processing, analysing, and disseminating information that is relevant to, among other things: activities to combat organised crime or serious crime and activities to combat any other kind of crime.

The Agency has officers based in England, Wales, Scotland and Northern Ireland. We are an organisation with global reach, with liaison officers based in over 50 countries around the world. We work closely with policing partners, the intelligence agencies, regulatory authorities and other operational agencies including in Scotland and Northern Ireland, to lead and coordinate a comprehensive response to SOC in the UK and overseas.

The NCA is a non-ministerial government department. The Director General is the head of the Agency and the Agency's Accounting Officer. The Director General is accountable to the Home Secretary for the Agency's performance, and through the Home Secretary to Parliament. While the Director General's principal accountability is to the Home Secretary, the Agency is also subject to inspection, review and scrutiny by parliamentary and independent bodies, including representatives from devolved administrations.

The NCA is funded by Parliamentary Supply and is accountable to the Home Secretary for its performance. In 2024-25, the NCA's Total Departmental Expenditure Limit (TDEL) budget was £835.1m. This comprised of £707.8m in Resource Departmental Expenditure Limit (RDEL) and £127.3m in Capital Departmental Expenditure Limit (CDEL). In addition, Annually Managed Expenditure (AME) of £50.5m was received. Further detail is outlined within the Financial Summary on page 98.





# Our vision and purpose

The Home Secretary determines the Agency's Strategic Priorities, while the Director General sets the Operational Priorities, decides the operations mounted by NCA officers, and the way in which they are conducted.

The Agency is therefore operationally independent.

The Agency is responsible for:

- The single intelligence picture of the SOC threat facing the UK. This can be found in the Agency's annual National Strategic Assessment (NSA).
- Collecting and exploiting data and intelligence to detect and disrupt SOC, pursuing the most serious and dangerous offenders.
- Investigating and taking disruptive action against the highest-harm offenders and their enablers, including through criminal justice outcomes, civil recovery and tax proceedings.
- Setting operational priorities for the SOC system (including roles and responsibilities for a cross-system threat response), providing a prioritised view of demand on the system, and measuring and assessing Agency and national system performance against those priorities.
- Hosting and providing partners with access to national and specialist capabilities and providing specialist support to serious and major crime investigations across policing.

## Our mission is to protect the public from serious and organised crime



We are an organisation with global reach, with liaison officers based in over 50 countries around the world. The Agency operates across the UK with major hubs in London, Warrington, Birmingham and Bristol.



**Crime  
Reduction  
Function**



**Criminal  
Intelligence  
Function**



**9 Strategic Priorities set by the Home Secretary**



**The NCA 5 year Strategy 2023-28**



**The Agency has five responsibilities**

**1**

The single intelligence picture of the serious and organised crime threat facing the UK.

**2**

Collecting and exploiting data and intelligence to detect and disrupt serious and organised crime.

**3**

Investigating and taking action against the highest-harm offenders and their enablers.

**4**

Setting operational priorities for the serious and organised crime system.

**5**

Hosting and providing partners with access to national and specialist capabilities.

**NCA's four values:**



# 2024-25 Home Secretary priorities

In order to tackle the threat, the Home Secretary set the Agency nine Strategic Priorities for the 2024-25 financial year:

**1. Lead the law enforcement system on SOC in the UK including by strengthening cooperation with policing and other partners to tackle OCGs that impact on the UK. The NCA will develop and disseminate intelligence, invest in specialist capabilities and technology to ensure no criminals are beyond the reach of law enforcement and provide support to other law enforcement activity to target SOC in our communities and online.**

**2. Prioritise the NCA's own operational capabilities against the highest harm individuals, groups and networks operating in or against the UK. The NCA will focus on criminals beyond the reach of local and regional policing where the Agency's specialist capabilities can have greatest impact on harm to the UK.**

**3. Strengthen and protect the UK border by working with the Border Security Command, Border Force and other partners to disrupt and dismantle the OCGs that undermine our border security and drive cross-border threats, in particular the smuggling of illicit commodities and the facilitation of irregular migration. The NCA will deliver a step change in reducing Organised Immigration Crime (OIC) in all its forms, with a primary focus on the OCGs facilitating small boat crossings. The NCA will have due regard to the strategic priorities set by the Border Security Commander's Border Security Strategic Leadership Board.**

**4. Lead the law enforcement system to reduce child sexual abuse (CSA) by tackling the highest harm and most technically sophisticated individuals and organised online networks. The NCA will ensure effective and timely referral of intelligence about CSA online to policing and will deliver high impact operations which require national or international co-ordination and/or sensitive capabilities to ensure no CSA offenders are beyond the reach of law enforcement.**

**5. Make our streets safer from violent crime by working with policing and other partners, in the UK and overseas, to disrupt and dismantle the OCGs and networks that traffic and supply illicit commodities, including drugs and firearms. This includes the NCA leading the UK law enforcement response to stem the flow of synthetic opioids into the UK and working with partners to reduce the threat posed by SOC offenders operating from prison.**

**6. Reduce fraud and combat corrupt elites, cyber and economic crime. The NCA will lead the law enforcement system in targeting fraud, money laundering, sanctions evasion, corrupt elites and professional enablers. It will investigate and disrupt cyber criminals and the ecosystem that support them, with a particular focus on ransomware.**

**7. Reduce the opportunities for OCGs to traffic and exploit individuals. The NCA will ensure effective join up between law enforcement agencies to address the enablers of modern slavery and human trafficking and will disrupt and dismantle the highest harm groups that are trafficking individuals into and around the UK.**

**8. Identify, respond, and reduce the impact of emerging threats to the UK in particular the growth in crime taking place online or enabled by technology.**

**9. Enhance bilateral and multilateral international partnerships, including through Europol and Interpol, upstream and transit countries to reduce the harm caused by OCGs operating against the UK from overseas. The NCA will work closely with policing through its Joint International Crime Centre (JICC) to support investigations involving crime with an international dimension.**



# The Serious and Organised Crime Threat

Each year the Agency produces a NSA of SOC. This assessment provides an updated strategic understanding of the SOC threat in the UK. The statements below are taken from the NSA 2025, which was published in March 2025 and is based on intelligence gathered throughout 2024<sup>1</sup>.

1. SOC can affect anyone, but it almost certainly disproportionately impacts some of the poorest and most vulnerable communities in our society. It causes harm through the physical and psychological impact of SOC-related violence, exploitation, and abuse. SOC erodes a community's sense of safety which contributes to a lack of trust in the police and the UK Government, and its ability to fight crime.
2. The threat to the UK from SOC continued to grow in 2024, principally driven by online connectivity and the growth of automation technology.<sup>2</sup> SOC offenders increasingly exploit advances in technology, including artificial intelligence, to access victims and cause them harms on a larger

---

1 The National Strategic Assessment can be found at: <https://www.nationalcrimeagency.gov.uk/nsa-2025>. Serious and organised crime is defined as individuals planning, coordinating, and committing serious offences, whether individually, in groups and/or as part of transnational networks.

2 Automation technology includes artificial intelligence and other online tools which increase the effectiveness of an offender's activity.

scale, connect with global networks, and enhance their adaptability and resilience to disruption.

Online connectivity underpins a range of offending including CSA, cybercrime, and fraud, and enables almost all SOC in some form.

3. Offenders also take advantage of opportunities created by global instability, including the demand from migrants to risk their lives to travel to the UK on small boats. It is also highly likely that some states are able to harness SOC, especially cybercrime, international drug trafficking, and money laundering, to support their state objectives and/or evade sanctions.
4. Criminal business models continue to adapt to a more interconnected and unstable world. A key trend in 2024 was for offenders to broaden their criminal activity across multiple threat areas, enabled by online connectivity, use of new technology, and reliance on the specialist services offered by 'crime as a service' providers. It is becoming increasingly easier for SOC offenders to connect with other offenders or to enter new criminal marketplaces.
5. The threat from illicit drugs continued to increase in 2024, causing harm to victims and communities, and driving many other types of criminality. The drugs threat is being driven by a combination of domestic and global drivers, including increasing

demand for drugs in the UK, an abundant supply in most drug producing countries, sophisticated and adaptable drug importation methods, and an expanding synthetic drug market. OCGs are increasingly collaborating and adapting their methods in response to law enforcement activity.

6. An emerging trend in 2024 was the increasing prevalence of online groups of offenders, known as 'Com' networks: networks of individuals typically operating on social media or instant messaging platforms which routinely share harmful content and extremist or misogynistic rhetoric. Extreme and illicit imagery depicting violence, gore, and CSA material is frequently shared amongst users, normalising and desensitising participants to increasingly extreme content and behaviours.



The fast-paced development and roll-out of new technologies, alongside **increasing dependence** of the general public and the UK on **online services**, remains a principal driver of the increasing SOC threat.



**Resilient networks** enable SOC offenders to evolve and diversify their offending, combining threats and increasing OCG's resilience and adaptability.

**Increased scale and threat** from SOC



Global **insecurities**, including conflict and economic, environmental, and political challenges increase uncertainty and complexity, and provide environments in which SOC can evolve or thrive.



# NCA Strategy 2023-28

On 23 March 2023, the NCA Strategy 2023-28 was launched. The Strategy sets out how the Agency will deliver its mission through four pillars between 2023-28. These align with the objectives and priorities set out through the Spending Review periods:

**Pillar 1: Degrading the most harmful organised crime groups**

**Pillar 2: Leading the UK's operational response**

**Pillar 3: Transforming the Agency's capabilities**

**Pillar 4: Growing a highly skilled workforce**

The NCA Annual Plan 2024-25 set out the Agency's annual priorities to progress delivery against the NCA Strategy 2023-28. The objectives of the Annual Plan 2024-25 are set out below.

**In 2024–25 our operational focus is to degrade the most harmful serious and organised criminals and enablers impacting on the UK, that require NCA capabilities. In particular:**

- We will work with partners in the UK and abroad to tackle OIC, including identifying and dismantling the most harmful networks and targeting the supply chains of boats and equipment these groups rely upon.
- We will increase our disruptive impact on Fraud, Money Laundering and Economic Crime threats through growth in our specialist capabilities as well as focus on developing our partnerships in the UK and abroad. Our continued focus on drugs and firearms supply, including upstream and internationally will reduce impact on the streets of the UK.

**We will lead the UK's operational response to SOC through governance, service provision and effective relationships.**

- We will lead the implementation of the new National Control Strategy (NCS) to enable the prioritisation and effective co-ordination of the system's response to SOC.
- We will continue to deliver national services to UK law enforcement, HMG and overseas partners. One example is the JICC, which will mature in 2024-25 and provide even more effective services to law enforcement in the UK and abroad.



- Our Cyber Crime capabilities underpin our own investigations as well as supporting UK and global law enforcement partners. We will continue to build on our operational successes and explore ways of expanding the impact of our specialist cyber teams.

**To deliver our operational ambitions, we must continue the transformation of our capabilities.**

- This year marks a major milestone in the move of our Headquarters to Stratford. This will provide NCA with a modern, more efficient working environment, improved operational capability and will offer opportunities to enhance collaboration with partners. We will expand our North West Hub location in partnership with the North West Regional Organised Crime Unit (ROCU).
- We will continue to modernise our technology estate, with a particular focus on the platforms and equipment our officers use every day. We will build on the successful launch of the Suspicious Activity Reports (SARs) digital platform to further transform the use of this valuable data by the UK Financial Intelligence Unit and our partners.
- This year will see the first operational use of material gained under the UK/US Data Access Agreement.

## **We will continue to grow a highly skilled workforce of NCA officers**

- The learning and development of our officers remains a central priority with a focus on upskilling our existing officers alongside targeted recruitment. This includes further professionalisation of key skills within the Agency.
- We will begin the establishment of an NCA Academy in order to develop the skills and capabilities necessary to tackle the complex and online nature of contemporary SOC. We will work with partners across policing to develop an innovative and collaborative approach to jointly recruit, train and deploy officers into operational technology roles.



# Performance summary

The NCA assesses its performance through tracking the number of disruptions it is able to achieve in a given year. Disruptions are used to assess impact and offer a common currency across UK Law Enforcement to measure performance against SOC threats.

The NCA achieves a disruption when proactive or reactive activity results in evidenced impact, for example:

- **our activity impacts the capability** of OCGs or persons (i.e., individual / threat actors involved in SOC). This results in either groups or persons being unable to operate at their usual level of criminality.
- **our activity reduces the overall threat** of specific National Control Strategy (NCS) crime types (rather than a specific OCG, network or individual).

The NCA seeks to provide performance data that is transparent, simple to understand and easy to interpret.



When assessing performance through disruptions, the full breadth of disruptive impact is considered and assessed. This includes, but is not limited to:

**Role of the recording agency in delivering the disruption**

A disruption must be categorised as lead or support, reflecting the role of the recording agency in delivering the disruption.

**Lead disruptions** are recorded by the agency that has directly delivered the impact, often the one that is tasked with responding to the OCG, individual or SOC threat.

**Support disruptions** are recorded by agencies providing capability which they can justify was critical to another agency subsequently achieving a lead disruption.

**The  
type of  
response  
the  
disruption  
is focused  
on**

In line with the multi-agency 4P response to reduce the harm from each threat, a disruption is categorised as focusing on one of the four response types:

**Pursue** – Prosecuting and disrupting those committing SOC using all legal powers.

**Prevent** – Stopping the problem at the source by deterring initial or continued engagement in SOC.

**Protect** – Increasing protection from SOC for potential victims, borders and government processes.

**Prepare** – Reducing the impact of SOC on victims and witnesses, where it happens.

**The  
assessed  
level of  
impact the  
disruption  
has had  
on the  
SOC threat**

A disruption will be assessed as achieving a specific level of impact against a SOC threat. Impact is considered on individual merit and proposed based on the impact of the disruptions, in the context of the threat.

The defined levels of impact are:

**Major** – Significant and/or long term impact on the capability of the OCG, individual or vulnerability.

**Moderate** – Notable and/or medium term impact on the capability of the OCG, individual or vulnerability.

**Minor** – Minimal and/or short term impact on the capability of the OCG, individual or vulnerability.



## **Specific Disruption Classifications:**

### **High Impact Disruptions**

High Impact disruptions are a specific classification of disruption, and corresponding performance measure. As part of the NCA's five-year Strategy (2023-28), the Agency shifted operational focus to prioritise activity that will degrade the most harmful OCGs.

The following criteria must be satisfied for a disruption to constitute having a high impact:

<b>Response Type</b>	Pursue
<b>Agency Role in Disruption</b>	Lead (i.e. NCA led)
<b>Assessed Level of Impact</b>	Major or Moderate
<b>Priority Status</b>	Linked to a high priority investigation

## **Key achievements**

This section details the Agency's disruption numbers in 2024-25 and provides a more detailed breakdown for high impact disruptions against the thematic threat areas that the Agency prioritises.



## High-Impact Disruptions 2024-25 – Threat Area Breakdown

<b>Threat</b>	<b>No. High Impact Disruptions (2024-25)</b>
<b>CSA</b>	55
<b>Cyber</b>	12
<b>Drugs</b>	149
<b>Firearms</b>	30
<b>Fraud</b>	40
<b>Illicit Finance</b>	97
<b>Modern Slavery and Human Trafficking (MSHT)</b>	1
<b>OIC</b>	56
<b>Other</b>	10
<b>Total</b>	450

# Key highlights from this year's performance

**6,989**

total disruptions,  
highest ever volume

**1/3**

more than  
last year

Prevented over

**400,000**

frauds through NCA disruptions

**2,000**

Arrested more than  
**2,000 people for  
involvement in serious  
and organised crime**



**450** high impact  
disruptions

Directly hit the most  
dangerous organised  
crime groups

**345**

NCA led OIC  
disruptions, highest  
ever volume (40%  
increase on last year)

Helped to seize over

**230** metric tonnes of  
Class A drugs globally



**3,448**

NCA led intelligence  
and national amnesty  
on Top-Venting Blank  
Firers (TVBFs) led to  
**3,448 TVBFs removed  
from the streets**

Issued over **400 cyber protect  
notifications, of which  
170 related to ransomware.**

This is estimated to have  
prevented costs of  
approximately **£221m to  
the UK economy**

**400**

**800**  
arrests

**1,100+**  
safeguarded

Each month, NCA intelligence helped UK  
policing make circa **800 child sexual abuse  
related arrests** and **safeguard approximately  
1,100 children**, based on online leads

# Performance analysis

The performance analysis section provides a detailed description of the context and headline performance of the Agency against the Home Secretary's Strategic Priorities.

The context uses figures from the calendar year because it is drawn from analysis in the NSA which is produced by the National Assessments Centre on a calendar year basis. The headlines are from the SOC system's reported activity for the financial year. These come from a number of sources but are collected, analysed and quality assured by the Agency's performance team.

## **Pillar 1: Degrading the most harmful OCGs**

**Going upstream to disrupt those at the top of the criminal chain, those who enable their activities, and those who launder the money they make**

**Taking action overseas, tackling the threat at source and en route to the UK**

**Increasingly focusing on online crime to combat a critical enabler of the organised crime business model, reflecting the fact that more crime takes place online or is enabled by technology**

### **NCA Demand and Response**

#### **High Impact Disruptions**

The Agency's strategy has been to focus our efforts on disruptive activity where we have the biggest impact rather than focus on lower impact but higher volume activity. This is where we can add the most unique value and where we can make the biggest difference in protecting the public from SOC. These cases are more complex. They often require niche

capabilities, the combined skills of our officers and support from partners including overseas liaison to identify and disrupt highly sophisticated criminal targets. As well as focusing upstream, overseas and online, the Agency is also striving to better balance activity across the threats, with increased performance on economic crime and illegal immigration.

In 2024-25 the Agency delivered 450 High Impact disruptions, against the most harmful OCGs. This is a 72% increase on the baseline (set three years ago), where we committed to an increase of 50% by the end of 2024-25.

During 2024-25, the NCA further increased its focus and resources on OIC. It also built its relationship with the Border Security Command that was established within the Home Office following the July 2024 general election.

# **Increasing demand on Agency resources from organised crime**

Demand on the Agency continued to grow in 2024-25. Areas of note were border referrals (where individuals are arrested at the border for drugs smuggling offences and referred to the Agency); at sea drop offs of drugs; and referrals of CSA materials from online providers.

The Agency received 43% more border referrals than the previous year, which led to a 102% increase in the number of cases adopted by the Agency.

There was a significant increase in the volume of illegal commodities seized at the UK border. This resulted in the NCA handling over 1,270 prisoners and associated case files, and a significant uptick in work across the criminal justice process. As a result, the Agency's ability to adopt new, proactive work in priority threat areas was reduced and there was considerable strain on multi-threat and borders teams.

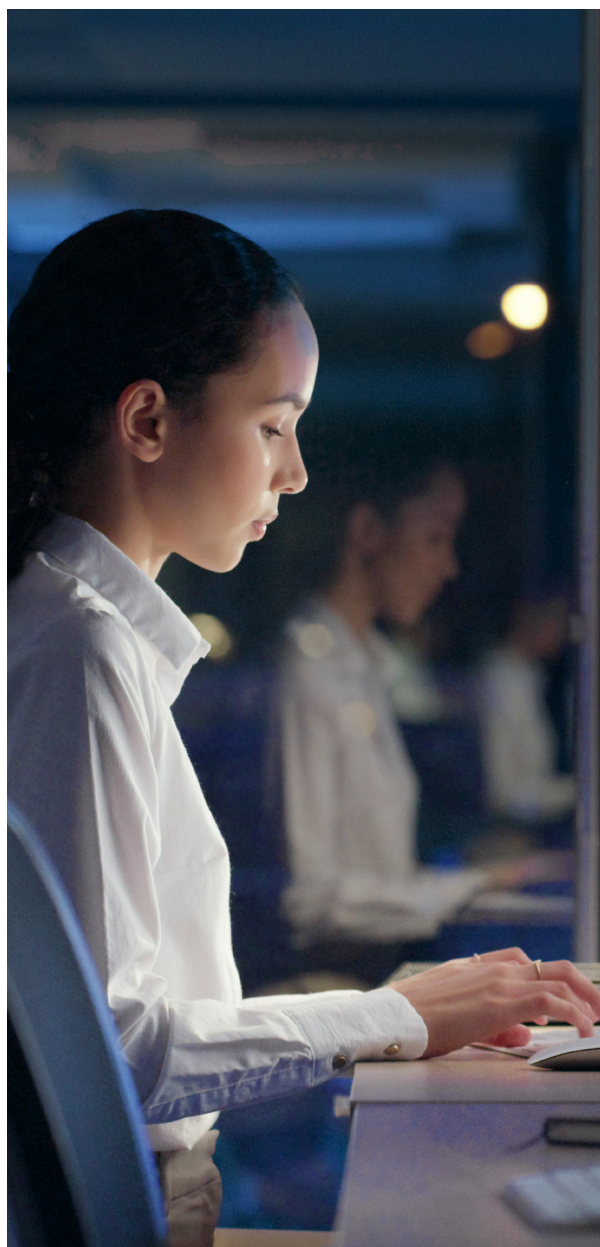
In 2024-25 there were seven successful interventions of at sea drop off drug trafficking events with 4,443kg of cocaine seized. Six of these were led by the Agency which, so far, have resulted in eight convictions with cumulative sentences of 144 years imprisonment.

The Agency has seen a 63% increase in referrals of online CSA over the last two years. As a consequence

of these, and other pressures, the Agency's ability to adopt new, proactive work in priority threat areas was reduced and there was considerable strain on multi-threat, CSA and borders teams.

In some geographic areas demand exceeded capacity and resources had to be surged from other teams to service the requirement. Performance in delivering disruptions has remained strong, despite increasing demand on Agency capabilities and officers.

The Agency identified a subset of operational activity which delivered a significant degrading effect on a range of SOC threats and sub-threats. This disruptive activity cuts across all response types, resulting in a long-term, strategic impact. Although this activity is NCA-led, it reflects our system leadership role to ensure collaborative and coordinated strategic outcomes.



Examples of activity where the NCA has had an operational effect against the SOC threat are detailed below:



## Case Study

### **Operation Tradite North and Operation Desma**

Eighteen members of an international OCG were convicted in an NCA investigation into the UK's biggest ever detected drugs conspiracy.

The offenders are thought to have smuggled several billion pounds worth of heroin, cocaine and cannabis to the UK.

From Southeast England to Scotland, crime gangs were fed drugs from the OCG's importations – which are believed to have contained more than 50 tonnes of drugs.

Judge Paul Lawton told the offenders: “It was only through the dedication, persistence and professionalism of the National Crime Agency working in conjunction with their Dutch counterparts that the scale and complexity of your operation was unmasked.”

He added: “The harm caused beyond the importation is incalculable. What you were



actually distributing was addiction, misery, social degradation and in some cases death. All of that was foreseeable and known by you. You were also facilitating serious organised crime on a national scale and the violence that forms an inherent part of that culture.”



## Case Study

### **Prolific suspected cyber criminal arrested and extradited**

An NCA led, international operation, has resulted in the arrest and extradition of an individual believed to be one of the world's most prolific cybercrime actors.

Officers had been investigating a Russian speaking criminal network, a lead member of which used various monikers. Parallel investigations were also being run by the United States Secret Service (USSS) and Federal Bureau of Investigations (FBI).

NCA officers were able to identify the real-world individuals responsible for several high-profile online monikers. One of these monikers was attributed to a Belarusian male, Maksim Silnikau, also known as Maksym Silnikov.

The individual's alleged crimes include the introduction of 'Reveton', the first ever ransomware-as-a-service business model. Victims of Reveton received messages purporting to be from law enforcement, with a notification that would lock their screen and system, accusing them of downloading illegal content such as child abuse material. Reveton

could detect the use of a webcam and take an image of the user to accompany the notification with a demand for payment. Victims were then coerced into paying large fines through fear of imprisonment or to regain access to their devices.

The network also developed and distributed a number of exploit kits, including the notorious 'Angler'. The group pioneered both the exploit kit and ransomware-as-a-service models, making it easier for low skilled offenders to become involved in cybercrime.

Officers successfully tracked and located Silnikau and his associates as they sought to avoid detection across Europe. With assistance from other law enforcement agencies, officers coordinated and led a multi-agency day of action which saw the arrest of Silnikau at an apartment in Estepona, Spain last year.

Investigators continued to share key evidence with the US authorities resulting in the indictment of the suspects and Silnikau ultimately being extradited from Poland to the US for cybercrime offences. Two other individuals, from Russian and Belarus, are also facing charges in the US for allegedly playing key roles in the individual's crime group.



## Case Study

### Operation Destabilise

In December 2024, the Agency announced the results of a three-year investigation into a series of Russian speaking criminal networks working on behalf of Russian oligarchs and elites, sanctioned individuals and entities, ransomware groups, and OCGs in the UK and around the world. The networks known as Smart and TGR respectively, laundered billions of dollars annually.

The networks also support Russian cyber criminals to launder their illicit profits. In 2021, the head of Smart laundered over \$2.3 million of suspected ransoms paid in crypto by victims to the Ryuk ransomware group. The Agency assesses that the Ryuk group, members of which were sanctioned by the UK in 2023, was responsible for extorting at least £27 million from 149 UK victims, including hospitals, schools, businesses and local authorities. However, their true impact is likely to be much higher. Their clients included the Kinahans, the notorious family-run crime syndicate, responsible for trafficking drugs and firearms into the UK and around the world, who were sanctioned by

the US in 2022. From late 2022 to summer 2023 the Smart network was used to fund Russian espionage operations.

The Smart Group and TGR operated globally, offering services including swapping ‘street cash’ generated from the sales of drugs for cryptocurrency, bypassing international sanctions on behalf of their illicit clients. Over 84 linked individuals were arrested and £20 million seized. The Agency and its international partners have led disruptions against the network at every level from cash couriers to international controllers – every senior member of Smart and TGR has either been arrested or sanctioned, or both.







## Case Study

### **International people smuggling network dismantled**

A groundbreaking NCA operation followed the trail of a global people smuggling network moving migrants from the Kurdistan Region of Iraq (KRI) into the UK and Europe.

Amanj Hasan Zada, of Preston, was convicted of organising cross-Channel small boat crossings from his home in Lancashire. Zada advertised his services on social media, sometimes using videos of those he had successfully smuggled thanking him for his help. One such video showed a group of men on a boat to Italy praising him.

A number of further arrests were made in the KRI, as the Agency worked with authorities. The arrests were of those responsible for coordinating yachts transporting migrants into Greece or Italy; processing financial transactions; and gathering migrants for movement.

Parallel investigations in the UK and Iraq drove opportunities to disrupt the network upstream and overseas and led to the OCG being effectively dismantled.



## Pillar 2: Leading the UK's operational response

Improving how the threat is understood and used to prioritise across the system

Strengthening multi-agency 4P (Pursue, Prevent, Protect and Prepare) plans to reduce the harm from each threat

Improving performance measurement across the system

Bolstering the national services and capabilities provided by the Agency to system partners

Strengthening the system response to new and emerging threats

### System Leadership

The Agency is responsible for securing an efficient and effective response to SOC by leading the operational system response. This includes working with policing, industry, regulators and charities, not only to 'pursue' criminals through disrupting SOC groups and networks, but also to prevent crime and prepare and protect potential victims to reduce harms.

The Agency oversees a performance regime for the SOC system which is agreed with system partners. This year, most performance targets across the system were met. This process was managed through national tasking infrastructure and included detailed assessment of performance risks and opportunities.



The combined SOC system achieved the highest number of disruptions ever recorded this year with over 52,000 in total, a 27% increase compared to the previous year (albeit this partly reflects improving use of systems and record-keeping). This included greater volumes of disruptions delivered by the system across all 4Ps (Pursue, Protect, Prevent, Prepare), and increased volumes in the Cyber, Drugs, Fraud, Illicit Finance, and OIC threat areas. Contributing to this, specific coordination activities overseen by NCA this year led to operational outcomes across the UK.

A new focus adopted in this year's NCS addresses the SOC threat in and from prisons. Other improvements were made to the annual SOC prioritisation cycle including detailed analysis of threat risk and harm at a thematic level.

## Case Study

### Operation Machinize

The 2025 National Strategic Assessment states it is likely that the threat from money laundering impacting the UK has increase. This almost certainly impacts legitimate businesses in the UK – especially small and local businesses that are unable to compete with businesses financed from criminal money, impacting local prosperity and removing valuable services from communities.

In response, the National Economic Crime Centre (NECC) coordinated a three-week crackdown on high street crime. 380 barbershops and other cash-intensive businesses across England were targeted by law enforcement officers. As a result, officers secured freezing orders over bank accounts totaling more than £1 million, executed 84 warrants and made 35 arrests. 55 individuals were questioned about their immigration status and 97 people were safeguarded in relation to potential modern slavery.

In addition, officers seized more than £40,000 in cash, 200,000 cigarettes, 7,000 packs of tobacco, over 8,000 illegal vapes and two vehicles. Two cannabis farms were also found. Ten shops have been shut, with further closures expected as a result of on-going investigations.



## Case Study

### **Project Aidant**

Project Aidant was previously a series of national MSHT operational intensifications, which have been running since early 2017.

From July 2024 Project Aidant changed to longer-term project work, allowing for more flexible and focused activity that can be phased to take place when most impactful. This also allows more detailed planning and build-up activity whilst recognising pressures on system partners. Focus periods now last for around six months, with timescales kept under continuous review. Each focus is phased to allow identification and diagnosis of issues, constructing an appropriate, evidence-based response at each step. Partners, sectors and geographies vary between phases.

Aidant is coordinated by the NCA with close cooperation across the system. We work especially closely with National Police Chiefs' Council (NPCC) Modern Slavery OIC Unit colleagues and their regional coordinators. Since 2017, through the last 38 phases, more than 2,000 potential victims of MSHT

have been identified; 1,244 individuals arrested for a variety of offences; and over 1,400 disruptions were submitted across the 4P approach, capturing the wide range of activity conducted.



## Case Study

### Operation Henhouse

This operation is a UK-wide campaign against fraud, coordinated by the NCA's NECC and City of London Police. Fraud is the most prevalent crime in the UK, causing victims long-lasting emotional and psychological harm as well as financial loss. It accounts for approximately 43% of all crime reports, and costs an estimated £6.8 billion each year in England and Wales alone.

Activity in 2024-25 has resulted in:

**£7.5m**

seizures of cash  
and assets



**471**

cease and  
desist notices

**156**

voluntary  
interviews

**£4**

million  
account  
freezing  
orders

**433**

arrests



Every single UK police force and ROCU took part in this year's operation, joining forces with national agencies including the Financial Conduct Authority and National Trading Standards.

The results represent a 91% increase on last year's cash seizure figures, and 28% increase on cease and desist figures under Operation Henhouse. They show that through coordinated action, forces nationwide can tackle what is a complex and quickly evolving threat.






## Case Study

### **Banking data fusion**

In 2024-25, the Agency led a world leading data fusion pilot with seven UK banks to test the value of scaling up the sharing of financial intelligence to disrupt OGCs in the UK, and to better protect the integrity of the UK financial system. After receiving intelligence from the data fusion project, all participants reported an improvement over and above existing controls in finding economic crime risk. This work enabled two banks to change their transaction monitoring rules on OIC and fraud, which will better protect their systems from SOC and enabled the identification of new SOC networks to UK law enforcement.








## Case Study

### Operation Sergeancy

Since 2021, UK law enforcement has recovered more than 1,000 converted Top-Venting Blank Firers in criminal circumstances. These weapons are illegal to own under the Firearms Act 1968 as they can be readily converted using common household tools and without specialist skills. Testing completed by the Agency has demonstrated this. NCA intelligence led to the seizure of 486 firearms by policing partners.

In October 2024 the Agency and NPCC announced an amnesty across England and Wales for the surrender of four types of Top-Venting Blank Firer. The amnesty, held between 3 February and 28 February 2025, saw 2,962 Top-Venting Blank Firers surrendered. This was one of the most successful amnesties to date and a good example of the public and the firearms trade coming together to help reduce the risk of the criminal use of these weapons.

Anyone now found in possession of a Turkish manufactured Top-Venting Blank Firer will face prosecution and up to 10 years' imprisonment.



# National Capabilities

The Agency's National Capabilities provide a range of specialist support services to UK, and sometimes international law enforcement agencies. We ensure our advice and support is legally compliant, relevant and appropriate, contemporary, and of high quality. This ensures a consistent standard of service across the UK and that all law enforcement agencies have timely access to niche and sophisticated capabilities that bolster their investigative resources. The following sections describe the work of the NCA's national capabilities teams.

## UK Protected Persons Service (UKPPS)

The Agency's UK Protected Persons Service (UKPPS) provides specialist protection arrangements to individuals, witnesses and other vulnerable people at risk of serious harm. As of 31 March 2025, UKPPS were actively managing risk on behalf of a significant number of individuals, many of which were under 18 years of age. During 2024-25, UKPPS received 59 requests for assistance from law enforcement organisations across the UK.

For example, in 2024, a UK police Major Crime Investigation Unit requested urgent support to safeguard two important witnesses in a high-profile murder investigation, together with members of their family, including children. There was a real and

immediate risk to their safety from a notorious OCG member who was suspected of the murder and linked to other serious violent crimes.

UKPPS worked as part of a multi-agency team tailored to the needs of the individuals in their care. This enabled the witnesses to bravely provide their crucial evidence ensuring the main perpetrator was given a significant custodial sentence. Justice was achieved for the family of the victim and safeguarding provided to the wider community. This is one example of a large number of cases and individuals that UKPPS have protected.

UKPPS remain committed to providing ongoing diligent support to the individuals in order to mitigate continuing risk and assist in rebuilding their lives.

## **Major Crime Investigative Support (MCIS)**

The Agency's National Investigative Capabilities Team (NIC) provide niche capabilities to support and assist UK law enforcement with major crime investigations.

Specialists include experienced National Senior Investigating Officer Advisers (NSIOAs) and Crime Investigation Specialist Officers (CISOs). The NIC provide specialist advice covering forensics, interviewing, search, digital media, family liaison, access to experts and behaviour and social science. The NCA team also specialise in missing persons and serious case analysis linking offenders and offences in serious sexual offence cases.

The services and numbers of cases supported are detailed below:

<b>Expert Evidence Team:</b>		<b>Specialist Witness Team:</b>	
Requests for Support	<b>455</b>	Cases Supported	<b>85</b>
Cases Supported	<b>410</b>	Victims Engaged	<b>226</b>
Statements Submitted	<b>389</b>		
Criminal Benefit Evidenced	<b>£308.36m</b>		
<b>Missing Persons Unit:</b>		<b>Serious Crime Analysis Section:</b>	
Missing persons reports received	<b>12,682</b>	Case notifications	<b>5,357</b>
Cases significantly supported	<b>6,735</b>	Cases coded	<b>650</b>
International enquiries	<b>1,246</b>	Cases analysed	<b>223</b>
		Lines of enquiries generated	<b>132</b>
<b>Witness Intermediary Team (MOJ):</b>		<b>Major Crime Investigative Support:</b>	
Cases logged	<b>9,917</b>	Support to forces	<b>2,558</b>
		National deployments	<b>1,628</b>

In one case, the NCA assisted a force regarding concerns over a male who had been missing from his home for over two months.

The Agency team gave specialist advice relevant to the investigative team around ‘think murder’ principles and ‘no-body’ murder investigations, investigative strategies and tactics relating to potential suspect status, search, proof of life, witness sightings/accounts, management of the victim’s family and potential crime scene interpretation/profiling.

In early 2024, the prime suspect, in what was now a murder investigation, went on the run. MCIS specialist capabilities proved critical in the investigation.

Following a serious assault in another force area, the CISO flagged similarities in the crime, which led to DNA evidence confirming the same suspect was involved. MCIS supported policing and the Crown Prosecution Service (CPS) in the ensuing manhunt. The suspect was subsequently arrested in Bristol armed with a knife and found guilty of the murder and attempted murder. He was sentenced to 37 years imprisonment.

MCIS have supported almost every UK Force, and deployed specialists on approximately 1,600 occasions in addition to supporting circa 600 missing persons cases and analysing hundreds of serious sexual offences.

## UK Financial Intelligence Unit (UKFIU)

The Agency's UKFIU has national responsibility for receiving, analysing and disseminating intelligence submitted through the SARs regime. This includes sharing with law enforcement agencies domestically and internationally and providing support to activity focused on tackling Money Laundering, Terrorist Financing and a wide range of criminal activity. The UKFIU engages with businesses across the regulated sector to drive improvements in the quality of SARs reporting and feedback to the regulated sectors.

Defence Against Money Laundering (DAML) SARs continue to provide law enforcement with multiple, high quality asset denial opportunities. The three year rolling average of total assets denied as a result of DAML requests have increased year on year for the previous three years and early indications are that this upwards trend is set to continue. Detailed data on asset denials resulting from DAMLs will be published in the SARs Annual Report later in the year.

<b>No. of SARs Received</b>	866,616
<b>No. of DAMLs Received</b>	57,666
<b>No. of International Requests Received</b>	1,608
<b>No. of International Requests Sent</b>	1,216
<b>No. of Intelligence Development Referrals disseminated</b>	68
<b>Number of Reporter Engagements</b>	292

## **Anti-Kidnap and Extortion Unit (AKEU)**

The NCA has a specialist AKEU which provides 24/7 tactical and strategic support to national and international investigations into offences of kidnap and extortion, and when appropriate it will lead the UK's law enforcement response to achieve timely resolution of an incident. The team works with strategic partners across government and law enforcement at home and abroad to achieve its primary objectives of saving and preserving life, preventing serious injury and severe economic loss.

In 2024-25 the AKEU have dealt with 856 kidnaps, 864 blackmail attempts and nine instances of product contamination.

For example, the AKEU assisted in a case where a British man was held hostage for 34 days in an extremely hostile environment and high-risk area of Nigeria. Ransom demands had been made to family and friends in the UK and elsewhere in the world for a substantial amount of money, along with the threat that if the ransom was not paid, the man would be murdered. The individual was safely released in December 2024 following interventions of the AKEU working in partnership with the Foreign Commonwealth and Development Office (FCDO), South Yorkshire Police Service, Metropolitan Police Service and other niche NCA capabilities.



## **The UK National Counterfeit Unit (UKNCO)**

The Agency's UKNCO deals directly with all police recoveries of counterfeit currency and the analysis and recording of all Scottish & Northern Irish counterfeit notes.

In 2024-25 the UKNCO dealt with 2,363 submissions of police recoveries of counterfeit notes which were received and analysed. The 312 expert witness statements were provided to support police investigations / prosecutions.



## **Pillar 3: Transforming the Agency's capabilities**

**Unlocking the value of data to drive direct operational effect**

**Delivering a new approach to capability development**

**Improving the Agency's situational awareness**

**Strengthening foundational capabilities as they relate to data technology and estates**

The Agency is continuing its digital transformation, delivering more reliable and secure platforms at all security classifications allowing us to host applications with modern technologies that enable us to gain faster insight from data.

80% of the organisation has now been issued faster, more reliable devices and are working on a more modern, secure operating system.

The Agency launched an applicant tracking system (ATS), a piece of software used by hiring managers and recruiters to manage recruitment processes. It will streamline the recruitment process, enhance communication with candidates and therefore candidate experience, and improve management information on hiring processes. It also provides circa £1.5m a year savings on recruitment costs.

The Digital Transformation Programme has improved existing Cloud based services and capabilities to improve operational activity. This includes better access to the Agency's Open-Source Intelligence Suite and enabled the roll out of SARs reporting tools. SARs are a valuable source of financial data allowing law enforcement to: identify and safeguard potentially vulnerable people; recover criminal assets; and provide new investigative leads.

2024-25 saw the full adoption of new tools and reporting channels for submitting SARs, alongside the closure of old reporting systems. A new bulk reporting tool was embedded by the largest financial institutions and the SARs portal was rolled out for all other SARs submitters. At the end of 2024-25, 21,245 individuals across 15,211 organisations were registered to use the new SARs portal. Since initial roll-out of the new reporting channels in March 2023, a total of 1,120,435 SARs have been submitted, 70% of which were submitted through the bulk reporting tool. These reports were all in a new, more structured format, that will make searching and analysis of SARs even more effective as the development of the new SARs digital service continues in 2025-26.

All UK based officers now have access to a cloud-based platform with Microsoft 365 tooling rolled out to enable more streamlined and collaborative ways of working.

The Agency continued to roll out Electric Vehicle infrastructure across its main hubs.

Preparations for the Agency's move to a new HQ in Stratford progressed well in 2024-25 with the principle elements of the construction activity now complete.

The Agency Data Ethics framework has been redesigned, aligned to Government Digital Service (GDS) guidance, to continually drive accountability in the Agency's exploitation of data and the use of data-driven technology. The framework is underpinned by a new self-assessment tool to capture, assess and mitigate data ethics risks in accordance with the core overarching principles of Transparency, Accountability and Fairness. The self-assessment tool has proved significant in shaping the design of a number of high-profile projects within the Agency, supporting tech innovators in maximising accountability, protecting human decision making, and guarding against bias.

The Agency's Commercial Strategy (2022–25) has driven improvements to commercial capability and compliance with government legislation and standards. This includes the rollout of a new end-to-end commercial solution, which provides better analysis of spend. A Commercial 'front door' manages demand and provides updated, simplified guidance to support officers through the commercial process.

The International Crime Case Management (ICCM) system is in the final stages of delivery. The ICCM will initially benefit officers in the JICC, but will be rolled out across all International officers, making it easier to access and analyse intelligence; and leading to faster and more secure data sharing.

New, secure devices allow us to make better use of sensitive tools for intelligence data collection and access. For example, access to the Digital Forensic Network and overseas communications data through the Home Office portal as part of Crime Overseas Production Order (COPO) is considerably easier using this technology, saving time and effort in investigative processes.

## Pillar 4: Growing a highly skilled workforce

Understanding the skills, the Agency needs to transform workforce planning

Creating career pathways that improve officer experience

Becoming a more attractive employer through reformed pay and benefits

Improving the Agency's learning offer to meet future challenges

Establishing a more diverse workforce and inclusive culture

Embedding smarter working into the Agency's ethos

Throughout 2024-25, a comprehensive programme of work took place to develop the Agency's strategic workforce planning ambitions, with sessions led by the workforce planning team including Director Workshops as well as extensive analysis of data sets.

In 2024, the Agency pay award for delegated grades was implemented on time, from 1 August (the start of the Agency pay year). The pay award in 2022-23 had been significantly delayed due to the need for permission from government to pay above the Civil Service cap and this had a knock-on effect with delays to the 2023-24 award. The Agency Remuneration Review Body, civil service partners, the Agency trade unions and HR worked at pace to ensure the delays did not impact 2024-25 and are now working hard to ensure timely implementation again in 2025.

The Agency has also significantly enhanced its non-pay benefits offer. In 2024-25 this included advance of salary for rental deposit and a contributory scheme for dental care costs. For the first time, the full range



of non-pay benefits and employee assistance options has been brought together in an electronic booklet. This is provided to all new joiners and is available via the intranet.

The Agency ambition is to have a culture that is empowering, inclusive and diverse. In 2023 the Agency introduced a Culture Change Programme, structured around six cultural shifts – Collaboration, Recognition, Innovation, Empowerment, Diversity & Identity. In May 2024, as part of the programme, the Agency delivered a new set of Values for the Agency – Integrity, Agility, Alliance and Excellence. More than 1,000 officers participated in workshops and roadshows to help develop the new values; they were created by officers, for officers. The Agency has embedded its values throughout the employee lifecycle, through attraction, recruitment and selection, induction, learning, talent management and the Agency's reward and recognition processes.

The Agency is committed to ensuring that it fully represents the public it protects and enables all officers to be themselves and give their best. Proactive steps support the existing diversity within Agency initiatives including Equality Impact Assessments to ensure decision making does not negatively impact on protected characteristics. Positive Action Plans support 'bringing on' talented officers through internal talent programmes, as well as 'bringing in' through recruitment

initiatives to encourage and support those from underrepresented groups.

The gender pay gap is one indicator of whether the Agency is making progress in this space – it has committed to improve the representation of female officers in the Agency, with a particular emphasis on increasing the number of females in senior roles.

Initiatives launched in the last year include the Agency Job Share Hub and Toolkit to promote and facilitate the use of flexible working options, and support provided by the Female Senior Leadership Development Programme and the Gender Equality Group such as ‘spot mentoring’ for women in junior grades and middle management roles. Alongside this, the Agency also published its first Ethnicity Pay Gap report.

Based on officer feedback and to improve inclusion and fair treatment, the Agency launched the Standards of Professional Behaviour, strengthened support through the Workplace Support Officer Network, launched an Anti-Bullying Support network and achieved positive engagement through the introduction of Allyship and GreenDot – strong examples of colleagues actively contributing to fostering a positive work culture, diversity and inclusion and showcasing every officer’s role in making that happen.

Over the past year, the Agency has made substantial progress in modernising our human resources policies. Key procedures on retirement, specialist skills retention,



and leavers have been revised for clarity and alignment with business needs. Legislative updates on neonatal care, carers' leave and paternity leave have been incorporated. Significant progress was also made on the probation, suspension and discipline and misconduct policies in order to revise in light of best practice, for implementation in 2025-26.

The Agency provides professional training to national standards to ensure that our officers carry out their duties in line with statutory requirements, and that they do so in a safe and ethical manner. We do this for new recruits and officers to upskill them to tackle the serious and organised crime that we fight. The Agency's online transformation group also delivered over 700 online operations training pathways, including e-learning modules and face-to-face learning around cryptocurrency techniques.

The Agency has prepared for the introduction of the Agency Academy, to drive greater alignment between the Agency's skills needs and investment in learning activity. The launch of the Academy will feature the introduction of the Agency's first Learning Management System, a new Tech focused apprenticeship programme, Tech X, revised Management Development and Induction Programmes and the introduction of Career Pathways across key professions.

# **Sustainability report**

## **Introduction**

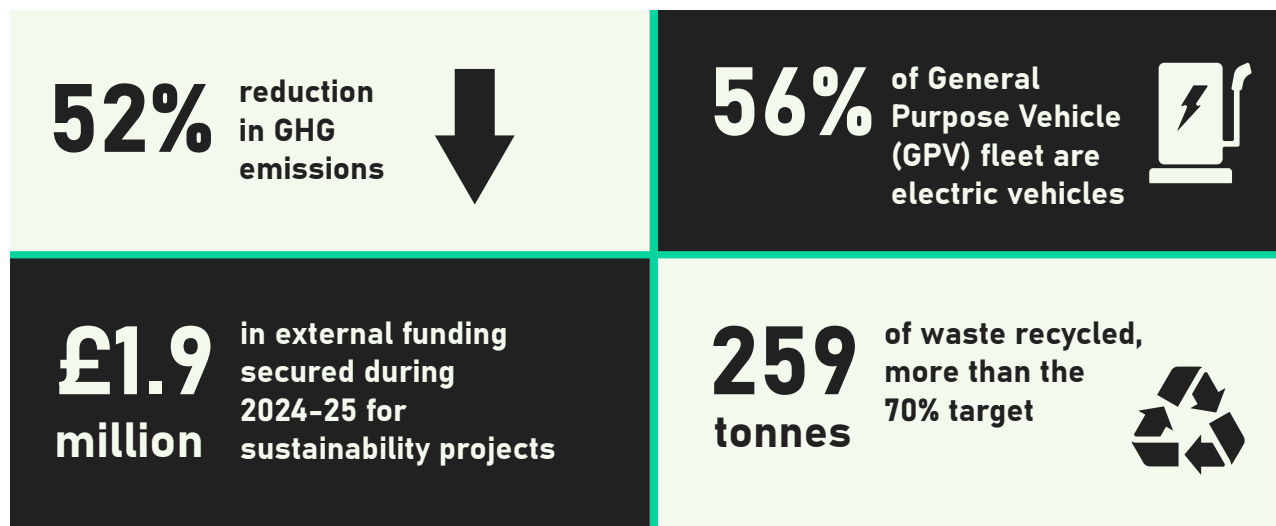
The NCA's Sustainability Strategy is based on improving performance against the Greening Government Commitments (GGCs) targets which incorporate reducing greenhouse gas (GHG) emissions, water and paper consumption and impact from digital/information communication technology (ICT) as well as developing sustainable procurement, nature recovery and climate change adaptation. These support the UK's Sustainable Development (SD) Goals to eradicate extreme poverty, fight inequality and injustice.

Utilities performance relates to sites for which the NCA has overall responsibility, sites where officers co-locate with partners are not included in this report.

## **Performance Commentary**

The NCA's performance is measured against targets and metrics from the 2021-25 GGCs, using a 2017-18 baseline year and a reporting period end of 31 March 2025.

Key achievements for the financial year are shown below:



## a) Mitigating climate change: working towards Net Zero by 2050

### Greenhouse Gas Emissions

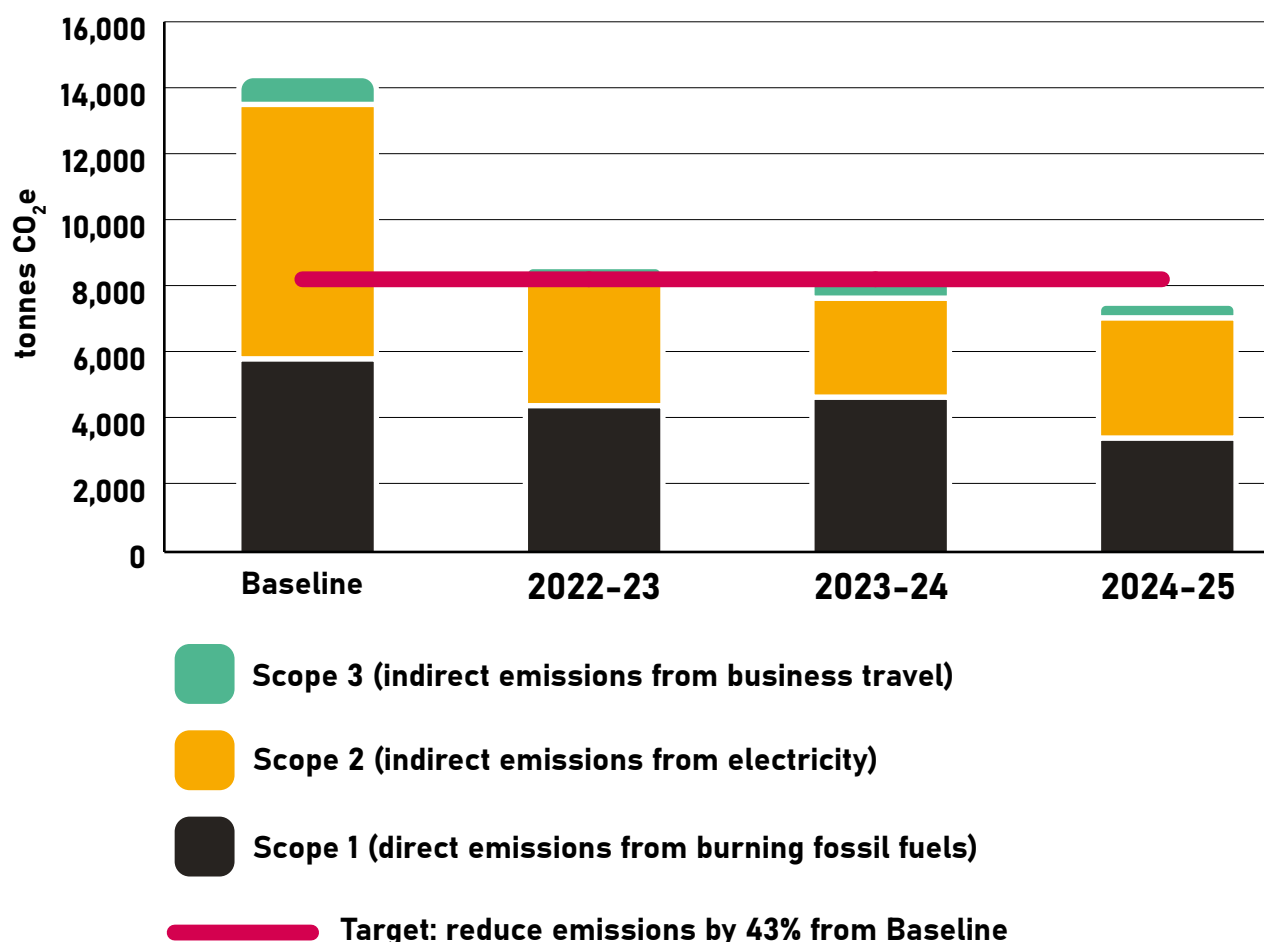
The GGC target of a minimum 43% reduction in overall emissions was bettered, with the NCA achieving a 52% reduction, contributing to SD Goals 7, 11, 13 and 15<sup>3</sup>.

At 31 March 2025 Scope 1 emissions arising from burning fuel for vehicles and heating have significantly reduced by 52%, versus a target 15% reduction in direct GHG emissions.

---

3 Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all.  
 Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable.  
 Goal 13 Take urgent action to combat climate change and its impacts.  
 Goal 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

**Chart 1 - Greenhouse Gas Emissions (tonnes CO<sub>2</sub>e)**



The NCA is progressing towards a target of 100% of the GPV fleet being zero emissions at the tailpipe by 31 December 2027. We are electrifying our fleet where possible, and 56% of GPVs and 20% of the overall fleet comprise full or hybrid electric vehicles (EV). The NCA remains committed to meeting Net Zero by 2050 which is reducing the UK's GHG emissions by 100% compared to 1990 levels.

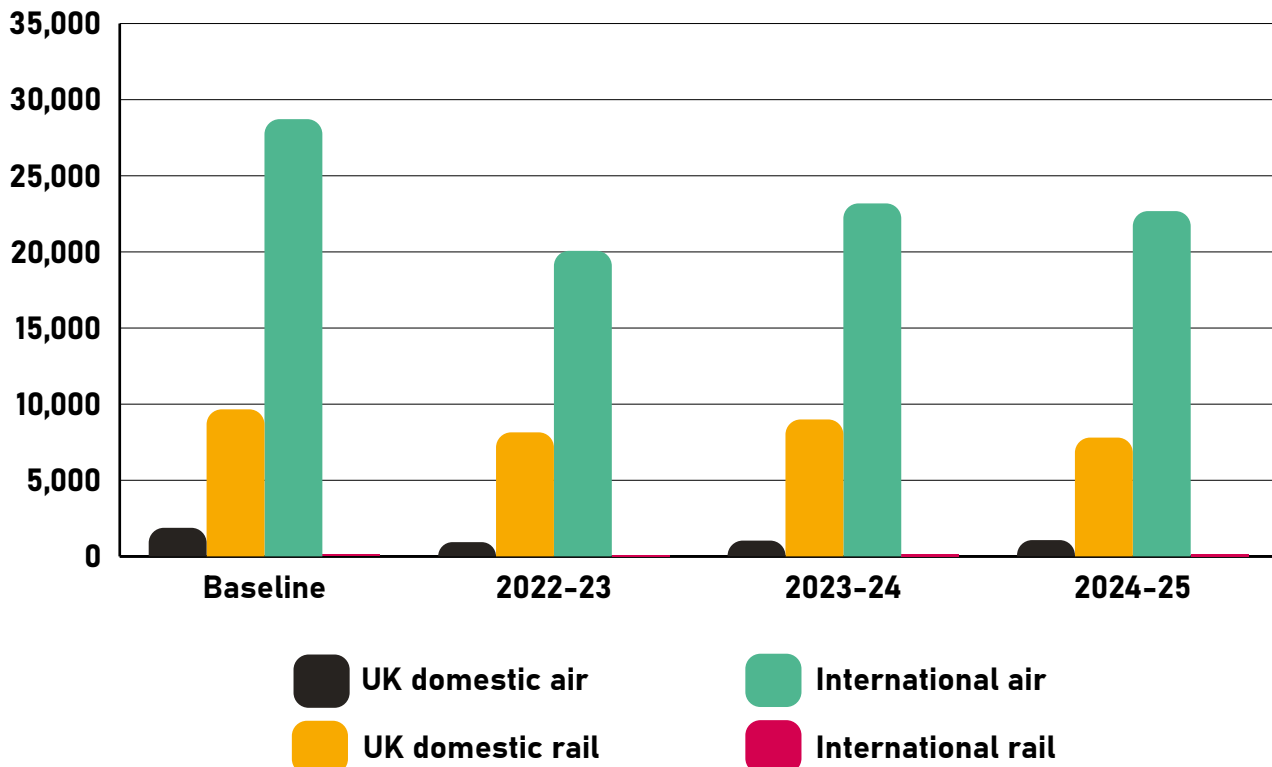
## Indirect travel emissions

The NCA travel policy requires officers to consider whether journeys are necessary and prioritise lower environmental impact choices for each type of travel.

Domestic business flights emissions during 2024-25 reduced by 35% against the baseline, meeting the GGC minimum 30% reduction target. Overall there is a 7% reduction in Scope 3 indirect travel emissions from the 2017-18 baseline.

The chart below shows NCA compliance with the target to report distances travelled by international business flights and Table 1 shows the total expenditure on official business travel.

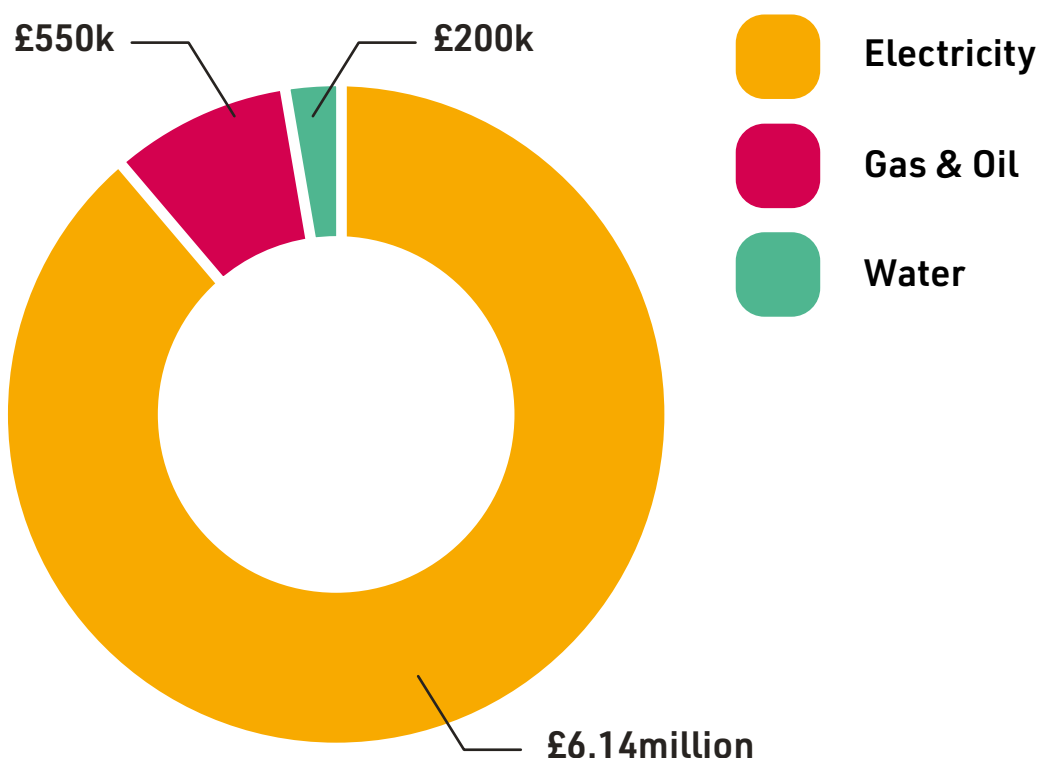
**Chart 2 - Scope 3 Travel by distance (km 000)**



<b>Table 1 - Travel financial information</b>	<b>2024-25 £ 000</b>
Fuel	2,770
EV Charging	230
Mileage Claims Full Rate	420
Mileage Claims Public Transport Rate	50
Air	4,310
Air Arrangement Fee	20
Rail & Ferry	3,040
Rail & Ferry Arrangement Fee	40
Taxis	510
Overseas First-Class Travel	0.20
<b>Total</b>	<b>11,390.20</b>

## Utilities expenditure

Chart 3 - Utilities expenditure 2024-25



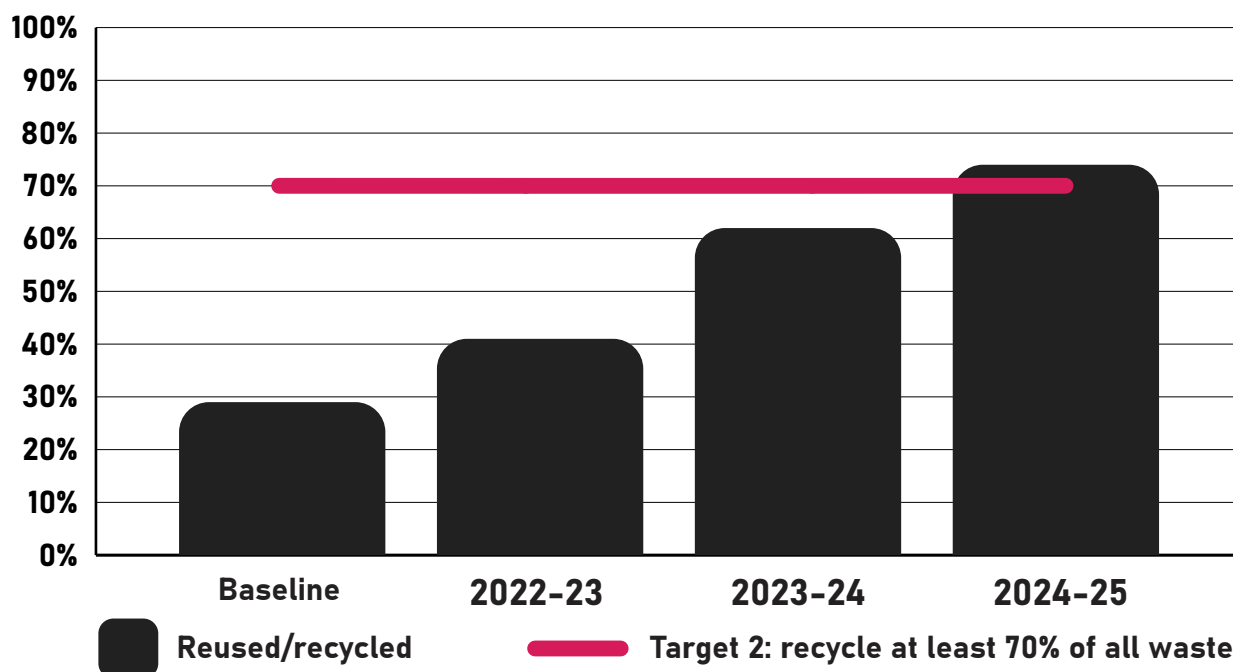
The significant majority of Agency expenditure continues to be electricity use, powering and heating office locations. Successful bids for external funding have enabled enhanced Building Management Systems (BMS) and LED lighting at several sites in 2024-25, which will generate significant energy and emissions savings in future.

Work continues to provide suitable Electric Vehicle Charging Infrastructure (EVCI) at sites, encouraging use of EVs and supporting de-carbonisation of the fleet. As part of a Vehicle Replacement Programme, we are ensuring all new GPVs are electric.

## b) Minimising waste and promoting resource efficiency

2024-25, the Agency has achieved the GGC waste target of increasing the proportion of recycled waste to at least 70% of overall waste generated (73.9%).

Chart 4 - Waste (reused/recycled)



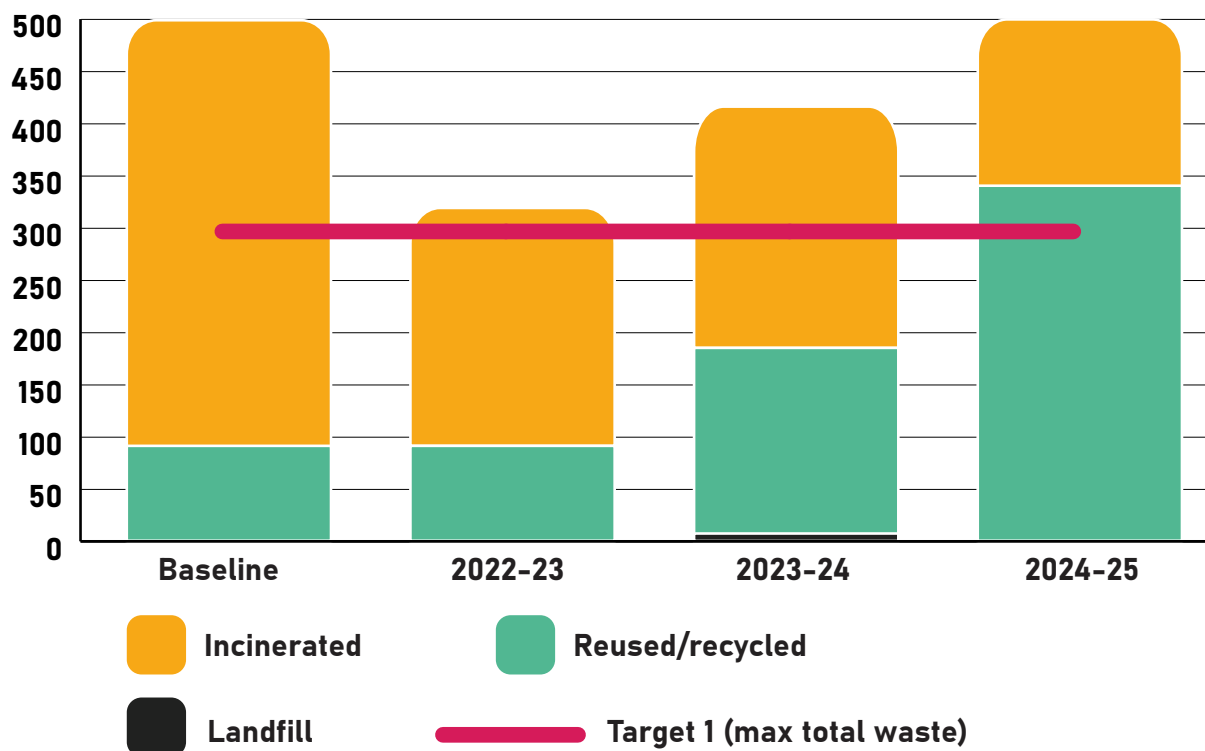
**Chart 5 - Waste (tonnes)**


Table 2 - Waste (tonnes)	2017-18 Baseline	2022-23	2023-24	2024-25
Recycled	89	91	180	335
ICT waste recycled, reused and recovered (externally)	11	12	13	12
Food	-*	3	3	4
Incinerated w/ energy recovery	249	132	106	121
Incinerated w/o energy recovery	0	0	0	0
Landfill	0	0	5	0
<b>Total</b>	<b>349</b>	<b>238</b>	<b>307</b>	<b>472</b>

\*Food waste not reported separately until 2022.



A changed Facilities Management (FM) contractor has provided more detailed and accurate waste and recycling reporting, resulting in higher waste figures. Increased waste levels are also due to the NCA disposing of materials in preparation for the move of Headquarters sites.

The NCA has introduced suitable site facilities in accordance with 'Simpler Recycling' regulations, enabling collection of food waste and aiming to simplify waste separation and increase recycling levels. Despite the higher waste level, recycling performance this year is better than the GGC requirement.

The NCA is working with the FM supplier on removing Consumer Single Use Plastics (CSUP) from contracts, however there are limited catering services across the estate. A small percentage of ICT waste is reused and the implementation of other reuse schemes is being considered.

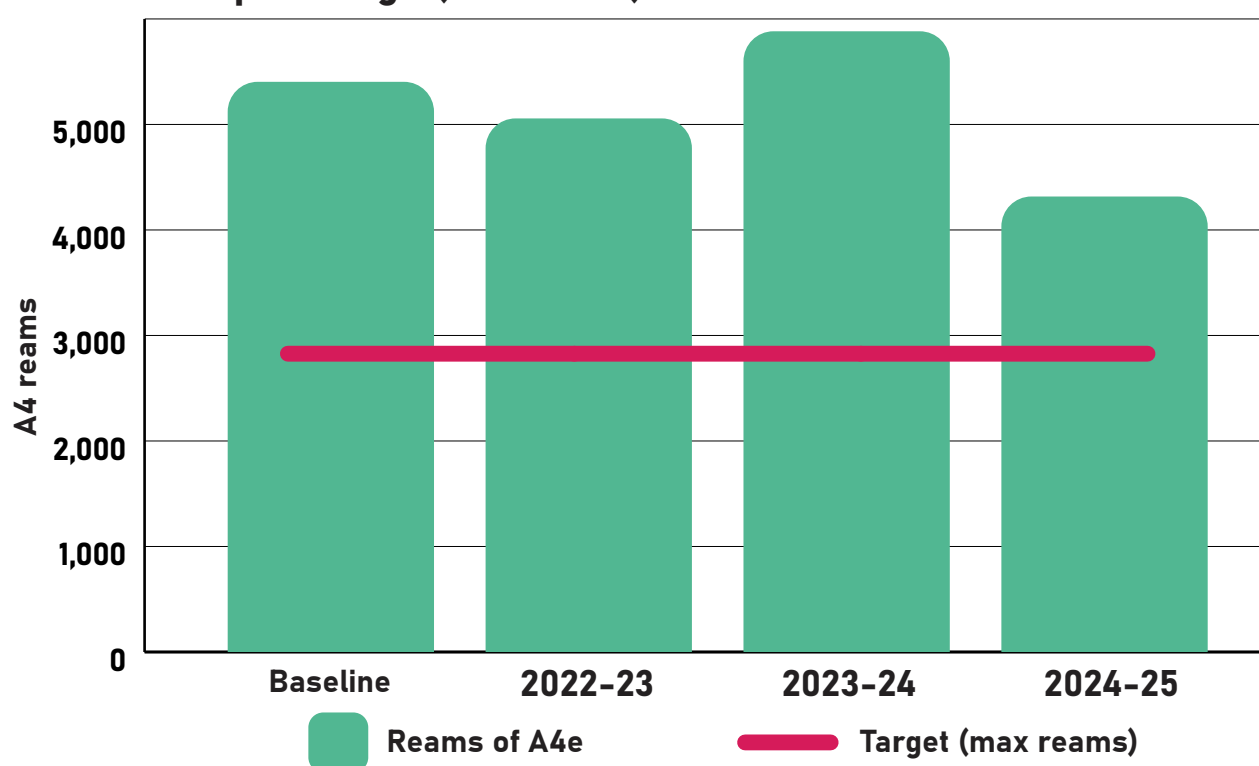
<b>Table 3 - Waste financial information</b>	<b>2024-25 £ 000</b>
Total waste recycled	60
Total ICT waste recycled, reused and recovered (externally)	70
Total food waste*	1
Total waste incinerated w/ energy recovery	80
Total waste incinerated w/o energy recovery	0
Total waste to landfill	3
<b>Total waste arising</b>	<b>214</b>

\*Food waste reported for 2024-25 only due to change in supplier.

## Paper

The GGC set out a target for HMG to reduce paper consumption by at least 50% by 2025 from a 2017-18 baseline. Although the Agency has not met this target, we have seen a downward trend from the baseline of 20.1%.

**Chart 6 - Paper usage (A4 reams)**



A multi-strand communications strategy has engaged officers and continued to highlight paper consumption, alternatives and ways to reduce use. NCA policy only permits recycled copier paper to be purchased.

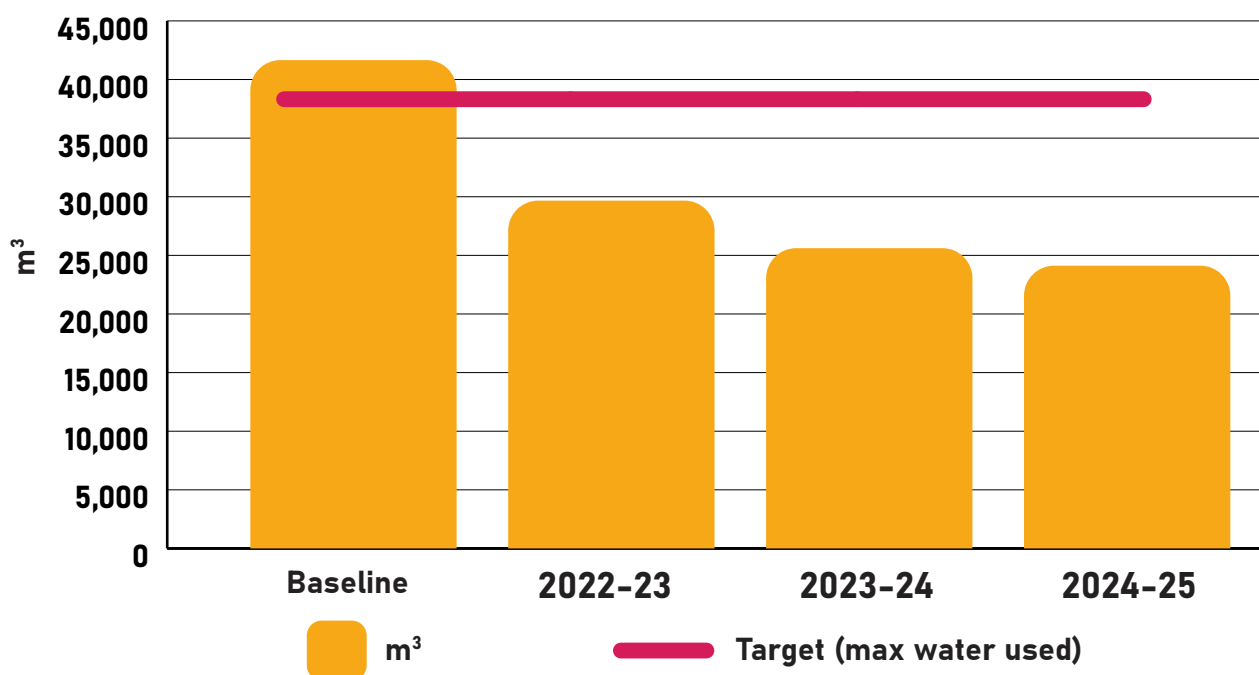
Whilst the rollout of upgraded ICT equipment continues there is further potential to reduce paper usage. Despite these efforts, the paper reduction target has proved challenging due to the nature of the work undertaken by the NCA, including preparation of court documents.

## Sustainable Construction

In liaison with landlords, construction works, including refurbishment, are carried out in line with legislative requirements incorporating energy efficiency, and also climate resilience as appropriate.

### c) Reducing water use

Chart 7 - Water usage (m<sup>3</sup>)



Total expenditure for water in 2024-25 was £0.2m. The NCA has significantly improved its GGC target, and reduced water usage by 56% against the baseline. This was achieved by incorporating an AquaFund™ 50/50 share-save agreement over five years, which on average, reduces an organisation's water consumption by 30%. By April 2024 this realised an NCA saving of over £0.3m since implementation through reduced consumption and tariff adjustments.

## **d) Procuring sustainable products and services**

Commercial and Sustainability team members completed relevant training including on Transforming Public Procurement. The procurement strategy principally includes the use of Crown Commercial Service (CCS) framework contracts, and it is subject to its Sustainability Policy and current Government Buying Standards.

## **e) Nature recovery and biodiversity action planning**

The NCA is committed to supporting biodiversity, with the Sustainability function now part of the Nature Recovery and Civil Service Climate and Environment Networks. The team are also engaged with Natural England and Sustainability Forum members regarding nature recovery.

The NCA continues to use the 'Property' theme in 'Government Functional Standards' to track its sustainability approach across its estate.

## **f) Adapting to climate change**

Required Site Specific Critical Incident Management Plans (SSCIMPs) for NCA sites and Business Continuity Plans (BCPs) covering teams contain information on relevant threats including flooding and extreme weather occurrence as well as frameworks for action.

Planned Preventative Maintenance including statutory work is carried out to ensure plant and equipment remains in good working order to maximise their lifespan where possible. In 2024-25 externally funded works through the Government Property Agency included enhanced BMS and LED lighting at several sites generating significant emissions reductions and cost savings.

A climate change adaptation strategy will be produced in accordance with the 2025-30 GGC targets. The Sustainability team supports staff participating and learning through a sustainability forum which increases awareness of environmental issues, facilitates learning, and provides the opportunity for environmental volunteering. The NCA supports a maximum of three days' paid special leave, in a rolling 12-month period, to undertake volunteering activities.

A review of relevant sustainability learning modules is currently being undertaken to facilitate increased awareness of climate change adaptation.

## **g) Reducing environmental impacts from ICT and Digital**

The Digital Transformation Programme has equipped over 3,000 officers with more efficient technology and relevant training facilitating hybrid working, reducing Scope 2 estate emissions and reducing Scope 3 emissions in preventing unnecessary travel. Continued investment in infrastructure, including modern data centres and systems improves energy efficiency, helping achieve the GGC target of reducing environmental impacts from ICT and digital.

## **Task Force on Climate-related Financial Disclosure (TCFD) – Phase 2**

By March 2026, the NCA will have and maintain a climate change risk assessment that covers current and future risks to the organisation's estate and operations arising from climate change, including flooding and overheating.

The NCA has reported plans on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance which interprets and adapts the framework for the UK public sector. By March 2027, the NCA will

have and maintain an adaptation plan to mitigate climate risks to align with 2025-30 GGC targets and Phase 3 of TCFD.

In the absence of a full climate change risk assessment, the NCA does not currently consider climate change (incorporating physical or transition risks), to be a principal risk in terms of a significant and tangible threat to the organisation's financial stability and business operations.

The NCA has partly complied with the TCFD recommendations and disclosures around:

- Governance – recommended disclosures (a) and (b)
- Risk management – recommended disclosures (a) to (c)
- Metrics and Targets - recommended disclosures (a)

## **Governance – (a) Board's oversight**

The current NCA Sustainability Strategy has a five-year approved status and is aligned with the draft GGCs 2025-30. It includes governance arrangements, sustainability themes such as climate change and key milestones.



Climate-related risk is governed through the process summarised below:

**Sustainability Team Meeting**

Monthly meeting, chaired by Head of Team. To discuss priorities and progress against the Sustainability action log and risk register which incorporates climate-related risks and issues.

**Business Services Programme Board (BSPB)**

Monthly meeting, chaired by the Head of Business Services or their deputy. To provide updates and escalate issues if required.

**Estates Committee**

Bi-monthly meeting, chaired by the Senior Responsible Officer (SRO) who is the Director, Corporate Business Services. To discuss actions and issues relevant to the NCA estate.

**Finance Investment and Change Committee**

A report of GGCs performance submitted quarterly, providing an update on progress towards achieving targets and highlight any areas of concern.

**Assurance and Risk Committee or Executive Committee**

Specific items may be escalated if required to either committee.

## Governance – (b) Management's role

The NCA Sustainability Strategy and related policy assigns responsibilities to environmental matters, including those which are climate-related. Responsible owners are informed of, and manage these issues through the channels described above.

# Organisational Structure

**Director General**

Statutory duty of care for compliance with legislation, providing sufficient funding and resources for implementation of Sustainability works to meet Government ambition.

**Director General Capabilities**

Strategic responsibility for the NCA infrastructure, to deliver efficiency programmes and to approve associated policies, which meet the requirements of statutory obligations and regulations.

**Senior Responsible Officer (SRO)**

Responsibility for meeting and delivering against all GGCs and complying with legislation.

**Sustainability Team**

Responsible for delivering against the SRO's objectives and the NCA Sustainability Strategy.

**NCA Officers and Contractors**

All officers and contractors are responsible, whilst using NCA resources, for minimising any adverse environmental impact they might have.

## (a) Risk Identification & Assessment

The NCA considers regulatory requirements pertaining to climate change as part of a developing Environmental Management System (EMS), including but not limited to the Climate Change Act and Environment Act. In 2024-25 following the production of the Sustainability Impact Assessment (SIA) report, sustainability risks were identified with a number of climate change recommendations. These were addressed and incorporated into the NCA's refreshed Sustainability Strategy 2025-30.

Work has commenced on the key SIA recommendation of an EMS to reduce environmental impact and improve environmental performance across the NCA.

The Sustainability Risk Register is updated on a monthly basis with scrutiny and governance applied through the 'Business Services Programme Board'. One of the key controls in mitigating risk has been to have appropriately skilled resources. Three members of the NCA sustainability team now have formal qualifications and membership of the Institute of Environmental Management and Assessment (IEMA).

Regular liaison with internal stakeholders, in addition to inspections, audits and critical incident reviews, enable identification of relevant environmental risks.

## **(b) Risk Management**

The NCA employs an Enterprise Risk Management (ERM) framework to support consistent identification and management of risks and issues. This is aligned to the Government 'Orange Book' for the management of risk. While not specifically designed for sustainability, the Orange Book guidance sets out a principles-based approach to risk management, informed by relevant standards and good practice.

Every risk is assigned a Risk Owner who will assume overall responsibility for it. Department risks registers are owned by the respective Deputy

Director (DD). A significant risk is escalated to the respective Director if it requires further oversight or resources. Risks posing the highest threat to achieving NCA strategic objectives are agreed by the appropriate Executive Committee and included on the Corporate Risk Register.

As part of continual improvement, the Agency seeks to review and assess climate adaptation risks and opportunities incorporating these into risk appropriate registers.

### **(c) Risk Integration**

Climate-related risks are integrated within the Sustainability risk register and escalated to the corporate risk register as displayed in the “Governance – (b) Management’s role” section.

### **Metrics and Targets**

BMS set parameters to maintain appropriate environmental conditions at sites. Information is regularly monitored to identify any equipment issues or faults. Additionally, leak detection equipment enables prompt fault reporting and rectification, minimising wasted water.

Current metrics are also included in the Agency’s Sustainability Strategy and in quarterly GGC reporting to the Department for Environment, Food and Rural Affairs (DEFRA).

See section “a) Mitigating climate change: working towards Net Zero by 2050” for Scope 1, 2 and 3 emissions and metrics from 2022-25 against the baseline.

The methodologies and reporting boundaries used to calculate emissions are in accordance with the GGC reporting template which is aligned with the GHG Protocol.

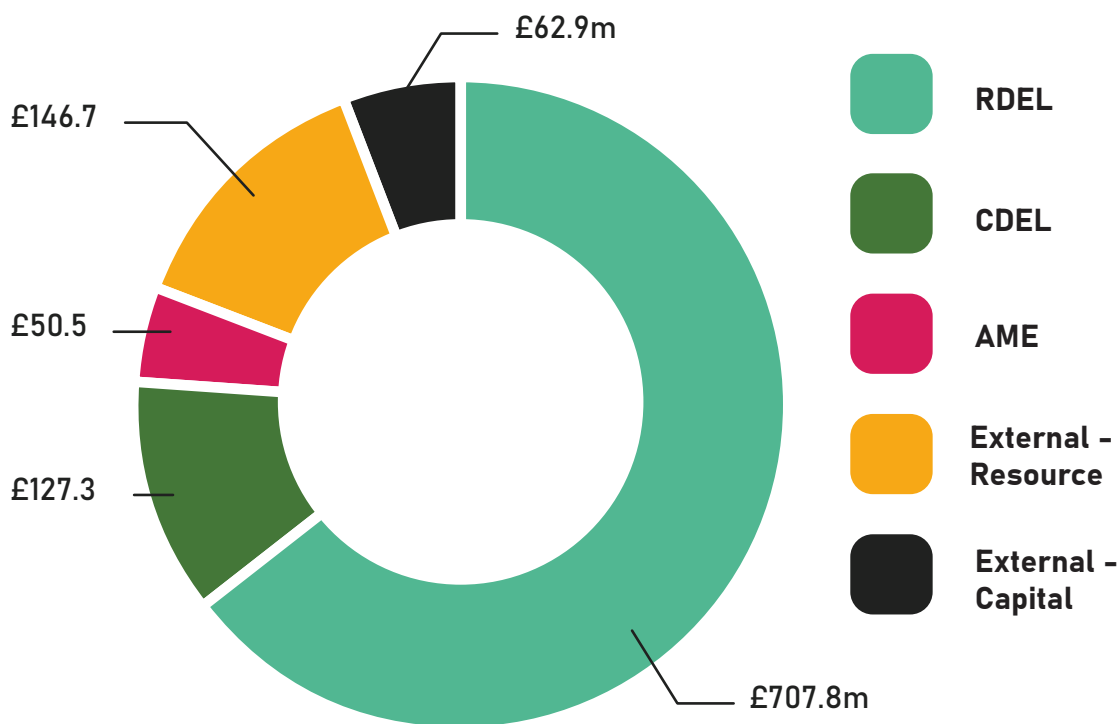
# Financial summary

The NCA is funded by Parliamentary Supply and is accountable to the Home Secretary for its performance. In 2024-25, the NCA's Total Departmental Expenditure Limited (TDEL) budget was £835.1m. This was comprised of £707.8m in Resource (RDEL) which goes to fund the day-to-day Agency running costs such as staff pay, rent and utilities. Capital (CDEL) budget of £127.3m was received and relates to investment costs in the development or procurement of assets such as the Agency's estates, IT and fleet.

In addition, Annually Managed Expenditure (AME) budget of £50.5m was received. This is used to cover expenditure which is subject to changing discount rates, such as police pension scheme interest payments and property revaluations.

Below is a graphic showing the NCA budget received in 2024-25 in each category of spend:

**Chart 8 - NCA Total Budget 2024-25**



Within the budget delegation received from HM Treasury (HMT), the NCA receives some of its funding for specific operational deliverables, such as OIC. This ‘ring-fenced’ funding cannot be used for other purposes and any underspend cannot be transferred to core operations.

In addition to Parliamentary Supply, the NCA received £209.6 million from 40 other RDEL and CDEL external funding streams that covered a range of specific projects and crime types, including JICC and the Economic Crime (Anti-Money Laundering) Levy. External funding income is shown within Revenue from Contracts with Customers in Note 5 of the Financial Statements.

Like delegated ‘ring-fenced’ funding, income received from other external funding providers cannot be used for any purposes other than those agreed between the NCA and the external funding provider within the relevant memorandum of understanding (MOU). Details of additional funding are in Part 3 of this report.

The Director General is fully accountable for the NCA’s Voted and externally funded budget. The Agency spent within its financial limits for each budget element in 2024-25, as shown in the table below. This table reflects the unqualified opinion the Agency received from the Comptroller and Auditor General as a result of the 2024-25 audit.

## Financial Outturn Against Estimate

Departmental Expenditure Limit (DEL)	Estimate (£'million)	Outturn (£'million)	Underspend (£'million)	Underspend (%)
Resource	707.80	698.08	9.72	1.37
Capital	127.30	125.61	1.69	1.33
<b>Total DEL</b>	<b>835.10</b>	<b>823.69</b>	<b>11.41</b>	<b>1.37</b>

Annually Managed Expenditure (AME)	Estimate (£'million)	Outturn (£'million)	Underspend (£'million)	Underspend (%)
<b>Total AME</b>	<b>50.50</b>	<b>32.52</b>	<b>17.98</b>	<b>35.60</b>



The £11.41m (1.37%) total DEL underspend relates primarily to an RDEL underspend which materialised as a result of operational priority as effort pivoted to an externally funded special project which reduced Vote expenditure as staff costs moved to this priority. A further explanation of the key variances between estimates and outturn can be found on the Accountability Report on page 175.

Externally funded expenditure increased in 2024-25, mainly as a result of an uplift in OIC funding. Resource expenditure during 2024-25 was £146.72 million (an increase of £15.41 million from 2023-24) and Capital expenditure was £62.94 million (a decrease of £0.11 million from 2023-24). Initial budgets are set when agreeing the MOU with the funding provider at the start of the project, and are subject to movement throughout the year in line with emerging priorities. Expenditure on this externally-funded activity is fully offset by income received from the funding provider.

The NCA does not benefit from any underspend in either the delegated budget or externally-funded non-core budgets. The NCA is required to spend its delegated budget in the year it is received and therefore returns any underspend to HMT annually.

A further breakdown of the Agency's financial performance is provided in the Statement of Parliamentary Supply in Part 2 of this report.

## Going Concern Statement

Under the going concern assumption, an entity is viewed as continuing in business for the foreseeable future. The Statement of Financial Position as at 31 March 2025 shows a net liability of £171.80 million (2023-24: net liability £283.91 million).

In common with other Government departments, the future financing of the Agency's liability is to be met by future grants of Parliamentary Supply and the application of future income, both to be approved by Parliament. Funding has been agreed by HMT for the next Spending Review period which covers the period up to March 2026. In addition, funding allocations for the following Spending Review period to the end of March 2029 for Parliamentary Supply have been confirmed, therefore it is appropriate to adopt a going concern basis for the preparation of these financial statements.



**Graeme Biggar CBE**  
**Director General, NCA**  
18 July 2025





# **Part 2 - Accountability Report**



# Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed the Agency to prepare a Statement of Accounts for each financial year in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of the Agency and of its income and expenditure, Statement of Financial Position and cash flows for the financial year. In preparing the accounts, I, as the Accounting Officer am required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by the Secretary of State with the approval of HMT, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;

- Prepare the financial statements on a going concern basis; and
- Confirm that the Annual Report and Accounts is fair, balanced and understandable and take personal responsibility for the Annual report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

## **Regularity of expenditure**

The Secretary of State for the Home Department has appointed me, the Director General, as Accounting Officer of the Agency. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding the Agency's assets, are set out in Managing Public Money published by the HMT. As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the Agency's auditors are aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware. I maintained effective governance arrangements during financial year 2024-2025 which comply with the relevant sections of Cabinet Office Guidelines.

## **Details of Audit**

The Agency's accounts are audited by the National Audit Office (NAO) on behalf of the Comptroller and Auditor General. The audit fee for 2024-2025 was £169,000, an increase of £8,000 or 5% from 2023-2024. No remuneration was paid to the NAO for non-audit work.

## **Complaints to the Parliamentary Ombudsman**

The Ombudsman's remit for the Agency is to look into complaints of the Agency not acting fairly or where the Agency has given a poor service and not put things right. There were no complaints made in 2024-2025 to the Parliamentary Ombudsman in relation to the Agency or its staff (2023-24: none). There were three personal data related incidents formally reported to the Information Commissioner's Office (ICO) during 2024-25 (2023-24: two) and ten complaints received, which have been reviewed in respect of the Agency's handling of subject rights applications.

## **Governance Statement**

The Governance Statement details the Agency's governance framework and risk management process, and how both have been used to manage the risks and challenges the Agency faced in 2024-25.

In the preparation of the Governance Statement, I, as Accounting Officer, have been supported with:

- insight into the organisation's performance provided by the Government Internal Audit Agency;
- feedback from directors with delegated responsibility for the use of the Agency's resources, responses to risk and management of information;
- the views of the Audit, Risk and Assurance Committee (ARAC).

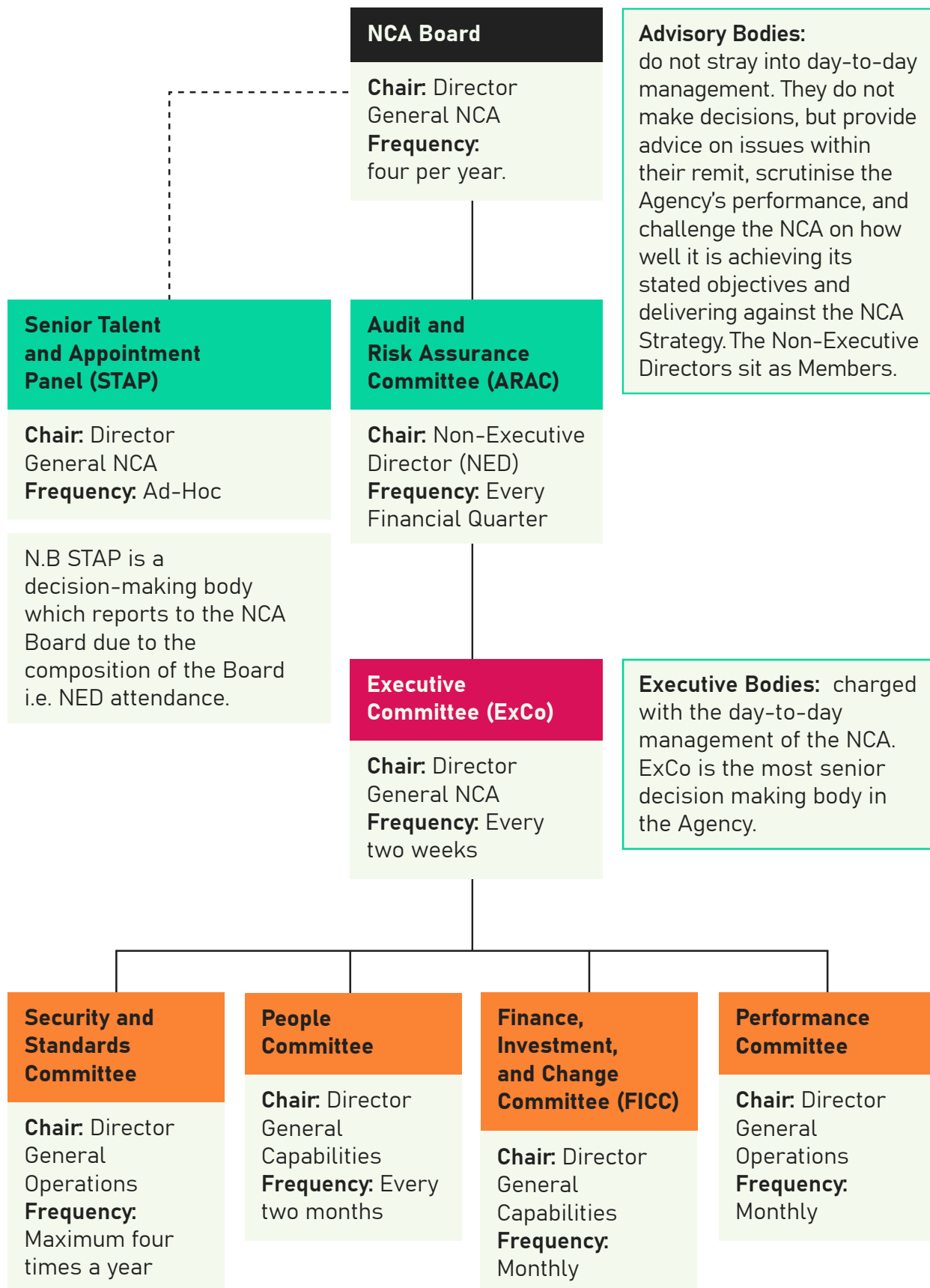
As Accounting Officer, I maintained effective governance arrangements during the year. I, along with other Board members, am responsible for sound financial management and ensuring that appropriate controls are in place. The Agency's governance framework is in line with HMT and Cabinet Office best practice, as set out in Corporate Governance in Central Government Departments: Code of Good Practice (The Code) 2017.

# Directors' report

NCA Board		Date appointed	Contract end date	Attendance at NCA Board Meetings 2024-25
Director General	Graeme Biggar	5 October 2021	14 August 2027	6 of 6
Director General (Strategic Projects)	Steve Rodhouse	25 June 2018		5 of 6
Director General (Capabilities)	Claire Smith	13 June 2022	12 June 2025	5 of 6
Director General (Operations)	Robert Jones	1 November 2021		5 of 6
Director General (Threats)	James Babbage	24 June 2023	23 June 2026	6 of 6
Chief Financial Officer	Jacqui Smillie	1 June 2021	31 May 2024	-
Chief Financial Officer	Sophie Ingram	20 May 2024		6 of 6
Non-executive Director	Mary Calam	4 July 2019	27 July 2024	2 of 2
Non-executive Director	Andrew Tivey	29 July 2019	27 July 2024	2 of 2
Non-executive Director	Sir Jonathan Stephens	21 February 2022	3 July 2028	6 of 6
Non-executive Director	Anne McMeel	2 August 2024	1 August 2027	5 of 6
Non-executive Director	Sir Anthony Finkelstein	20 June 2024	19 June 2027	6 of 6



# Boards and Committees



## **Governance framework**

The Agency's governance approach provides an auditable, managed system for executive decision-making, via a committee and sub-committee structure, and by having clear lines of responsibility via individual senior management and leadership teams. The governance of the Agency, including the Executive Committee and the Agency Board, complements the Agency Code of Ethics and the Civil Service Code.

The work of sub-committees is a formal part of the Agency's governance structure and therefore adheres to the same standards and processes; sub-committees are expected to report to their parent committee on a regular basis and to escalate matters as necessary.

All governance meetings operate with a minimum attendance quorum to ensure a diverse range of contributions are received. Information is received and considered from across the Agency, and from external sources, which is reviewed in advance to ensure decisions are made with the most accurate and relevant information. The Agency has adopted Government Functional Standards (GFS) in accordance with guidance from the Cabinet Office and HM Treasury. GFS are implemented across the Agency, according to how the standards are met in practice.

## **NCA Board**

The Agency Board is chaired by the Director General (DG) NCA and usually holds a minimum of five meetings per year plus at least one away day to consider long-term strategy or complex issues and to further develop the relationship between executives and non-executives.

At 31 March 2025, the Board membership had a gender composition of 33% women and 67% men. The Board supports DG NCA to ensure the long-term health and success of the Agency. In line with the Agency's Framework Document, the Board has five main areas of focus: strategic clarity, commercial sense, talented people, results focus and management information.

In 2024-25, as well as regular discussions bringing together workforce, performance, finance and assurance / risk themes, the Board provided strategic advice and scrutiny on:

- NCA preparation and prioritisation ahead of the Spending Review.
- The work towards agreeing a strategic workforce plan.
- The Agency's technical debt, and how to make meaningful improvement in an uncertain funding context.

The Board has two sub-committees: Audit and Risk Assurance Committee (ARAC) and the Senior Talent and Appointments Panel (STAP).

## **Audit and Risk Assurance Committee (ARAC)**

ARAC is chaired by the Non-executive Director, Anne McMeel and usually holds a minimum of four meetings per year.

At 31 March 2025, ARAC membership had a gender composition of 33% women and 67% men.

ARAC supports DG NCA (as Accounting Officer) and the Agency Board to ensure that the Agency has effective arrangements for governance, risk management and internal control.

ARAC takes care to maintain its independence and objectivity, to act as the conscience of the Agency and to provide insight and strong constructive challenge to the Agency where needed.

In 2024-25, as well as regular scrutiny of the Agency's position and arrangements for finance, assurance, audit and risk, the ARAC has engaged in deep dives of key corporate risks including Enterprise Technical Debt and Cyber Defences. ARAC also considered the 2023-24 Annual Report and Accounts, and the impact of business planning decisions on corporate risks. Following the facilitation by the National

Audit Office of last year's review of NCA ARAC's effectiveness, a new induction was established for new ARAC members as part of a broader induction for incoming Non-Executive Directors; this included an overview of governance.

## **Senior Talent and Appointments Panel (STAP)**

STAP is chaired by the DG NCA and holds a minimum of six meetings per year.

At 31 March 2025, STAP had a gender composition of 36% women and 64% men.

STAP is responsible for overseeing the management and development of the Agency's senior leadership talent and appointments.

In the 2024-2025 financial year, STAP gave approval for temporary and permanent senior civil servant roles to deliver on crucial projects and improve the effectiveness of the Agency's threat mitigation.

## **Executive Committee (ExCo)**

The Agency's most senior executive decision making body is the ExCo, which was established in October 2022. ExCo is chaired by the DG NCA and usually meets fortnightly.

At 31 March 2025, ExCo membership had a gender composition of 40% women and 60% men.

ExCo is the Agency's principal decision-making body, it supports the DG NCA (as Accounting Officer) to deliver their ambitions for the Agency. It ensures public funds are safeguarded and handled appropriately, and the effective day-to-day management of the Agency.

In 2024-25 ExCo:

- agreed exit plans for the estate move in London from Spring Gardens to Endeavour Square and endorsed future cross-Agency estate plans.
- Had oversight of scoping and preparation for the HMICFRS efficiency and effectiveness inspection of the Agency, taking place across 2025-26.
- made cross-cutting corporate decisions on business planning in the context of an uncertain fiscal environment, prioritising development of the Agency's technology, addressing the Agency's workforce planning needs and ensuring work against the most critical threats was maintained, with a particular focus on OIC as a strategic priority.
- reviewed the Agency's risk appetite and specific corporate risks.

ExCo has four subcommittees:

- Finance, Investment and Change Committee
- People Committee

- Performance Committee
- Security and Standards Committee

## **Finance, Investment and Change Committee (FICC)**

The Finance, Investment and Change Committee is chaired by the DG Capabilities and usually meets monthly.

At 31 March 2025, FICC membership had a gender composition of 46% women and 54% men.

FICC ensures the Agency's financial resources are aligned to and delivering the strategic goals of the Agency, it supports ExCo in ensuring the Agency's safeguarding and appropriate handling of public funds, including value for money.

FICC governs and oversees the programmatic activity within the Government Major Projects Portfolio (GMPP) and others that have a significant impact on the Agency.

In 2024-25 FICC agreed through its annual terms of reference review to better align its commercial approvals process with HM Treasury's Green Book practice, including a consultation stage with FICC prior to early market engagement for the Agency's biggest contracts.

As well as engaging with regular updates on the Agency's resources and the performance on portfolio and key transformational projects, FICC has endorsed or approved multiple commercial procurements and reviewed corporate strategies for sustainability and fleet.

## **People Committee**

The People Committee is chaired by the DG Capabilities and usually meets once every six weeks.

At 31 March 2025, People Committee membership had a gender composition of 44% women and 56% men.

The committee supports the Agency to build and maintain an inclusive culture and a skilled and diverse workforce that can meet the future threat from SOC.

In 2024-25 the committee set the direction for the 2025-28 People Strategy; had oversight of the corporate response to the People Survey 2024; made strategic decisions related to remuneration and supported the progress of the Agency Strategic Workforce Plan.

## **Performance Committee**

Performance Committee is chaired by the DG Operations and usually meets monthly; it comprises all SCS except DG NCA.



At 31 March 2025, the committee had a gender composition of 43% women and 57% men.

The committee supports the setting of ambitions (encapsulated in the annual Performance Framework) that ensure the Agency rigorously prioritises protecting the public from SOC. It supports the Agency to increase its prospects of delivering that mission by driving accountability and seeking to diagnose the causes of both performance successes and failures.

In 2024-25, the committee focussed on meeting Agency ambitious targets in a challenging operating environment. In particular, it monitored performance against ambition targets in the context of unprecedented reactive demand across threats. The Committee had oversight of the Agency's stake in the newly established Border Security Command, and provided guidance on a new performance framework which would support the monitoring of non-criminal justice outcomes.

## **Security and Standards Committee (SSC)**

The SSC is responsible for informing ExCo strategy and decision-making on security risk, through the provision of advice on security requirements, regulation, and best practices.

The committee is chaired by the DG Operations and meets at least four times a year. Its members include directors and deputy directors from each of the Agency's operational and enabling functions.

At 31 March 2025, SSC membership had a gender composition of 50% women and 50% men.

The purpose of the SSC is to support the Agency and its officers to always operate safely and securely, whilst maintaining the highest standards of professional behaviour. The Committee supports the Agency to articulate, implement and maintain a clearly defined security posture that is commensurate with the threat, operating environment and the Agency's overall risk appetite. It also contributes to the maintenance and review of the Agency's exceptionally high ethical standards, to contribute to the culture of the Agency.

In 2024-25, the SSC secretariat function was brought under the central NCA Governance Team to support alignment with the wider governance of the Agency. Over the course of the year, the committee have considered broad physical, personal and cyber security risks – particularly in relation to the forthcoming estate move of the London office.

## Register of interests

The Agency Board members were given an opportunity to declare new or ongoing private interests as at April 2025; none were deemed relevant (in terms of actually conflicting, or being perceived to conflict with their NCA duties). The register of declared interests may be subject to internal and external audit. The Professional Standards Unit has effective controls around the application, evaluation, approval and recording of outside interests (business interests, secondary employment and political activity), which are supported through clearly documented policies and procedures. This is reinforced through prevention communications and induction training for all new officers. The assurance process is applicable to all officers, including those at Senior Civil Service (SCS) grades. SCS applications are considered by the Deputy Director of Integrated Protective Security (IPS) to ensure that outside interests do not present conflicts of interest. The Agency are required to report all SCS secondary employment and can be found [here](#). In line with the Civil Service Code, failure to abide by the Agency policies and procedures can lead to formal disciplinary action. This is up to and including a final written warning for misconduct cases, and up to and including summary dismissal for cases of gross misconduct.

## **Additional board information**

- Director Legal attends NCA Board meetings as Legal Advisor
- Director Strategy attends NCA Board meetings as Secretary
- Director Human Resources attends NCA Board meetings as an HR representative
- A Home Office representative attends NCA Board meetings as an observer
- A NCA trade union representative attends NCA Board meetings as an observer

## **Application of Business Appointment Rules (BAR)**

The NCA ensure compliance with BAR by regularly reviewing and updating the NCA's internal policy in line with Advisory Committee on business appointment updates. All policy changes are published internally to ensure all staff involved in business appointments are aware of the requirements of BAR. To further enhance compliance, BAR are issued to any new SCS joining the Agency. During 2024-25, no BAR applications were received. In compliance with BAR, the NCA is transparent in the advice given to individual applications for senior staff, including special advisors.

# **Risk management and internal control**

## **Enterprise Risk Management**

The Agency uses an Enterprise Risk Management (ERM) Framework to ensure risks to delivery and strategy achievements are managed at a level appropriate to their significance. ExCo, as the Agency's most senior executive decision-making body, maintains an enterprise view of risk to ensure consistency of approach and that commensurate management plans are in place. Other governance forums review risks relevant to their area of responsibility including the DGs for operations and enabling capabilities and more specialised committees such as Finance Investment and Change Committee (FICC). Risks are also managed across business areas, addressing specific categories of risks.

During the 2024-25 financial year ExCo took the decision to de-escalate one risk from the corporate risk register – information management. The de-escalation of the information management risk was attributed to the introduction of several active controls and mitigations which in aggregate have improved the operating environment, ensuring effective agency management of information risks. Also, during the past financial year ExCo took the

decision to adopt two new risks to the corporate risk register – Forensic service delivery and compliance with recommendations from the Financial Action Task Force (FATF). The forensic delivery risk relates to the impact to the Agency from the risk of reduced access to forensic capabilities. The second one follows recommendations made by the FATF and the Agency's ability to deliver the recommendations made. ARAC reviews the assurance and risk process, and corporate risks at every meeting and has focussed on ensuring the corporate risks reflect the business planning decisions and the level of risk to be tolerated and that mitigation plans consider the range of options available. During the year ARAC conducted deep dive reviews of the more complex and long-standing corporate risks – penetrating criminal communications, enterprise technical debt, cyber defences and Child Sexual Exploitation Referrals Bureau (CSERB).

## **Counter Fraud Strategy**

The NCA has a robust Counter Fraud Strategy which links directly to its Counter Corruption Control Strategy. Adopting the 4P approach, the NCA focuses on managing risks and protecting assets against the risk of internal fraud through a range of activities. These include proactive and reactive intelligence collection concerning theft and fraud, corruption investigations, annual security

appraisals and officer vetting, confidential reporting and whistleblowing policies, training and education, combined with a Fraud Risk Assessment to ensure risks of counter fraud are managed and controls are working effectively. There has been no significant error or fraud uncovered in 2024-25 and there are no areas of major spend to be considered a significant risk of fraud and error. The NCA maintain an effective whistleblowing policy and confidential reporting processes are in place. The NCA ensure all whistleblowing concerns are addressed and robustly investigated.

## 2024-25 NCA key risks

In addition to the two new risks, eight risks carried over from 2023-24:

### **Cyber Defences**

The risk the Agency is subject to a major cyber-attack.

### **Penetrating Criminal Communications**

The challenges presented by the evolving communications landscape and the Agency's ability to keep pace.

### **Workforce**

The risk the Agency is unable to recruit sufficiently and fails to develop and retain an effective workforce.

### **Enterprise Technical Debt**

The risk posed by aging and unsupported IT systems and applications.

### **Benefits from Investment**

The risk investment delivery does not achieve the required or expected impact.

### **CSERB (growing volume of industry reports)**

The risks the Agency Child Sexual Exploitation Referrals Bureau manages in adapting to sudden large increases in reporting levels, particularly in the context of the workforce and technology risks.

### **Disclosure**

The risk the Agency is unable to fulfil Disclosure obligations for all investigations.

### **The Crime & Courts Act Statutory Functions**

The risk the Agency is unable to fully conduct its statutory functions in relation to the recording and monitoring of law enforcement activity.



Mitigation of the corporate risk profile remains dependent on the continued delivery of ongoing programmes, in particular the updating of technology (Digital Transformation Programme) and improvement of existing capabilities. Budgetary constraints mean limited investment for the mitigation of corporate risks although some initiatives will be funded such as the wider rollout of Body Worn Video and the security improvement plan. The Agency continues to face challenges in; recruitment and retention to meet future needs at the scale needed and the delivery of expected benefits from its investment. The management of corporate risks will also require more affordable mitigations such as reallocation of existing staffing and the continued improvement of policies and processes. Projected risk trajectories will continue to be scrutinised in-depth throughout the year to assure the effectiveness of mitigations to manage the corporate risk profile.

## **Assurance**

Assurance is the objective examination and presentation of evidence to provide an independent assessment on governance, risk management and control processes across all NCA's business areas.

The Assurance Framework, driven by ERM, is the mechanism used to obtain evidence that NCA policies and the controls/mitigations applied in response to

identified risks and issues are adequate and effective. Assurance processes must be sufficient to meet the risks faced by the Agency and encompass a system of baseline controls, risk management, monitoring, internal and external audit, review, inspection or accreditation and assessment.

In 2024-25, the Agency has been subject to the third party work detailed below:

## **Government Internal Audit Agency (GIAA)**

The GIAA carried out nine audits in 2024-25 covering the most significant risks affecting the Agency. These audits included:

- Workforce Health and Wellbeing (Psychological Services);
- Exhibits Storage and Store Management;
- Contract Management;
- Transformation Directorate;
- Change Programmes delivered by the Agency in support of the SOC System;
- Health and Safety;
- Governance of External Funding;
- Public Private Partnerships (PPP); and
- Culture.

Director-led action plans are in place to respond to the findings of each report. The GIAA provided a limited annual assurance opinion in 2024-25 which is based upon the average result of each report. During the reporting period, improvements in the continued development of ERM meant the NCA was able to guide third line assurance into specific areas of high risk activity to provide independent assurance and scrutiny. Although this year's rating is a change from the moderate rating received in previous years, the GIAA annual opinion report also highlights the overall adequacy and effectiveness of the Agency's framework of governance, risk management and control, and acknowledges the results of previous assurance as well as the work of other third line providers.

The NCA will work closely with GIAA throughout the next financial year and is committed to embedding the improvements raised in the report as well as working towards improving our rating next financial year. This will include ensuring that both action and mitigation plans for its corporate risks are articulated and reported in a way that provides effective and efficient assurance that they are being managed as required.

## **His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**

In 2024-25, HMICFRS continued work from 2023-24 in relation to:

- National Data Exploitation Capability (NDEC);
- Crime Recording; and
- National Child Protection (NCP).

A review of progress in relation to the Vetting and Anti-Corruption inspection was also undertaken with HMICFRS examining the development of the IT monitoring capability.

A thematic inspection into OIC, commissioned by the Home Secretary, was conducted with specific focus on how effectively the Police and NCA disrupt OIC group activities.

The Agency Efficiency and Effectiveness (E&E) Inspection commenced in Q4 of 2024-25. The inspection will assess how effective and efficient the Agency is in its mission to protect the public from SOC in six core areas:

- investigating SOC;
- leading a collaborative response to SOC;
- understanding and prioritising the SOC threat;

- achieving strategic objectives;
- managing finances; and
- building, developing and supporting its workforce, fostering a culture of integrity, compliance and inclusivity.

## **Infrastructure and Projects Authority (IPA)**

The IPA oversees major investment programmes across government through their GMPP arrangements. In 2017 the NCA chose to manage all transformation investments as a single GMPP portfolio. The IPA Portfolio Gate 0 review held in March 2024, found the Agency had outgrown the current Portfolio structure; it no longer reflected the initial intent to manage the Agency's transformation investment. With multiple funding streams and the constrictions of this Portfolio, it was potentially limiting the allocation of investments to the current/emerging priorities of the Agency. As a result, The National Infrastructure and Service Transformation Authority (NISTA) recommended that all programmes should be removed from the GMPP. This has now been actioned and the Agency has adopted a structured Portfolio Framework approach to manage the Agency's investments in a co-ordinated manner to achieve the strategic goals and priorities.

## **Investigatory Powers Commissioner's Office (IPCO)**

The IPCO carried out seven annual inspections in 2024-25 covering specialist areas of compliance with legislation and guidance and an interim progress review. The annual inspections covered:

1. NCA compliance with the principles relating to the detention and interviewing of overseas detainees and passing/receiving intelligence on detainees, and
2. the Agency's continued compliance with legislation covering:
  - the acquisition of communications data,
  - the use and management of covert surveillance,
  - the use of covert human intelligence sources,
  - the use of property interference,
  - targeted intercept and targeted equipment interference.

Each of these IPCO inspections now includes a data assurance aspect regardless of the subject area under review. A “good deal of progress” was reported, and the Agency was able to utilise the full range of covert tactics available under the Regulation of Investigatory Powers Act 2000 and the Police Act 1997. This will support current controls acting to reduce the Information Management Corporate Risk.

## **UK Accreditation System (UKAS)**

The Agency maintained accreditation for the conduct of crime-scene and laboratory-based forensic operations because of three inspections in Q1, Q2 and Q3 under International Laboratory Accreditation Co-operation (ILAC) G19, ISO 17025 and ISO 17020 as mandated by the Forensic Science Regulator, alongside additional scope extensions.

## **Lloyd's Register's Business Assurance & Inspection Services (LRQA)**

This inspection ensures the Agency has examined disruptive threats critical to business processes. The Agency maintained full accreditation of the ISO 22301:2019 certification.





# Remuneration and staff report

Certain disclosures within this remuneration and staff report are subject to audit. Audited sections are noted individually.

## Remuneration policy

Senior management salaries were based on recommendations of the Senior Salaries Review Body (SSRB), an independent body providing advice to the Prime Minister and others on senior civil servants' salaries.

Further information about the Review Body can be found [here](#).

## Remuneration (including salary) and pension entitlements

The following sections provide details of the remuneration and pension interests of the board members.





# **National Crime Agency 1 April 2024 – 31 March 2025**

## **Remuneration (salary, non-cash benefits and pension) (audited)**

Where an individual has only served for part of the year, the full-year equivalent salary is reported in brackets. These figures represent the values for the full year.

Single total figure of remuneration (audited)

Date appointed – appointment end	Salary and allowances £000		Bonuses £000		Pension benefits £000*		Total £000	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
<b>Director General</b>								
Graeme Biggar <sup>i</sup> 5 October 2021	180-185	170-175	-	-	199	-7	380-385	165-170
<b>Director General – Strategic Projects</b>								
Steve Rodhouse <sup>ii</sup> 25 June 2018	200-205	190-195	-	-	173	118	370-375	305-310
<b>Director General – Operations</b>								
Robert Jones <sup>iii</sup> 1 November 2021	165-170	160 - 165	-	-	167	141	335-340	300-305
<b>Director General – Capabilities</b>								
Claire Smith <sup>iv</sup> 13 June 2022	165-170	165-170	-	-	-	-	165-170	165-170
<b>Director General – Threats</b>								
James Babbage <sup>v</sup> 26 June 2023	160-165	115-120 (155-160)	-	-	-	-	160-165	115-120 (155-160)
<b>Chief Financial Officer</b>								
Jacqui Smillie <sup>vi</sup> 1 June 2021 – 31 May 2024	25-30 (145-150)	140-145	-	-	19	54	45-50	190-195

Date appointed – appointment end	Salary and allowances £000		Bonuses £000		Pension benefits £000*		Total £000	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Sophie Ingram <sup>vii</sup> 20 May 2024	100-105 (115-120)	-	-	-	29	-	130-135	-
<b>Non-Executive Directors</b>								
Andrew Tivey <sup>viii</sup> 29 July 2019 – 27 July 2024	0–5 (10-15)	10–15	-	-	-	-	0–5 (10-15)	10–15
David Horncastle 4 July 2019 – 5 December 2023	-	10–15	-	-	-	-	-	10–15
Mary Calam <sup>ix</sup> 4 July 2019 – 27 July 2024	0–5 (10-15)	10–15	-	-	-	-	0–5 (10-15)	10–15
Sir Jonathan Stephens 21 February 2022 – 3 July 2025	15-20	10-15	-	-	-	-	15-20	10-15
Anne McMeel <sup>x</sup> 2 August 2024 – 1 August 2027	10-15 (15-20)	-	-	-	-	-	10-15 (15-20)	-
Prof. Sir Anthony <sup>xi</sup> Finkelstein 20 June 2024 – 19 June 2027	15-20 <sup>xi</sup> (15-20)	-	-	-	-	-	15-20 (15-20)	-

## Notes to Remuneration table:

\* The value of pension benefits accrued during the year is calculated as: (the real increase in pension multiplied by 20) + (the real increase in any lump sum) - (the contribution made by the individual). The real increase excludes increases due to inflation or any increase or decrease due to a transfer of pension rights.

Details of changes to the composition of the NCA Board are given on page 108.

- i Graeme Biggar was appointed as Interim Director General NCA on 5 October 2021 until his permanent appointment on 15 August 2022.
- ii Steve Rodhouse was appointed as Interim Director General Strategic Projects on 2 June 2023. Before this he held the role of Director General Operations.
- iii Robert Jones was appointed as Interim Director General Operations on 2 June 2023. Before this he held the role of Interim Director General NECC.
- iv Claire Smith was seconded from the Ministry of Defence (MOD) as Temporary Director General Capabilities on 13 June 2022. This appointment was confirmed via a Civil Service recruitment competition and Claire's secondment was extended to 12 June 2025. Her remuneration is disclosed as her contracted secondment salary.
- v James Babbage was seconded from the GCHQ as Temporary Director General Threats on 26 June 2023 and his remuneration is disclosed as his contracted secondment salary.
- vi Jacqui Smillie left her role as Chief Financial Officer on 31 May 2024 and details of her remuneration reflect this.
- vii Sophie Ingram was permanently appointed as the Chief Financial Officer on the 20 May 2024.
- viii Andrew Tivey left his role as a Non-executive director on 27 July 2024.
- ix Mary Calam left her role as a Non-executive director on 27 July 2024.
- x Anne McMeel joined as a Non-executive director and ARAC chair on 2 August 2024.
- xi Prof. Sir Anthony Finkelstein joined as a Non-executive director on 20 June 2024. During 2024-25, in addition to his NED duties, he was employed to undertake a strategic technology review for the NCA and was remunerated £5-10k for this work. His salary banding excluding this other remuneration is £10-15k.

## **Salary and allowances**

Salary and allowances include gross salary, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by the Agency and are recorded in these financial statements.

## **Performance pay or bonuses**

Performance pay or bonuses are based on performance levels attained and are made as part of the appraisal process. No performance related pay or bonuses were paid to Board members during 2024-25 (2023-24: none).

Performance related bonuses are paid in arrears. The bonuses reported in 2024-25 relate to performance in the 2023-24 financial year and the comparative bonuses reported for 2023-24 relate to performance in the 2022-23 financial year.

## **Notice periods for senior officers**

Notice periods for the Director General, Directors General (Operations and NECC), the Chief Financial Officer and Non-Executive Directors are three months. The notice period for the seconded Temporary Director General Capabilities and the seconded Temporary Director General Threats is one month.

## **Benefits and pension contributions**

The pension entitlements of the current senior management team are disclosed below. These are in addition to salaries paid and taxable benefits in kind for travel and the associated taxes paid by the NCA. There were no benefits in kind received by Board members during 2024-25.

### **Pension entitlements 2024-25 (audited)**

Accrued pension benefits included in this table for any individual affected by the Public Service Pensions Remedy have been calculated based on their inclusion in the legacy scheme for the period between 1 April 2015 and 31 March 2022, following the McCloud judgment. The Public Service Pensions Remedy applies to individuals that were members, or eligible to be members, of a public service pension scheme on 31 March 2012 and were members of a public service pension scheme between 1 April 2015 and 31 March 2022.

The basis for the calculation reflects the legal position that impacted members have been rolled back into the relevant legacy scheme for the remedy period and that this will apply unless the member actively exercises their entitlement on retirement to decide instead to receive benefits calculated under the terms of the Alpha scheme for the period from 1 April 2015 to 31 March 2022.

	Accrued pension at age as at 31/3/2025 £000	Total lump sum at pension age as at 31/3/2025 £000	Real increase in pension at pension age £000	Real increase in lump sum at pension age £000	Cash Equivalent Transfer Value at 31/3/2025 £000	Cash Equivalent Transfer Value at 31/3/2024 £000	Real increase in Cash Equivalent Transfer Value £000
Graeme Biggar	65-70	165-170	7.5-10	15-17.5	1,430	1,203	169
Robert Jones	90-95	235-240	7.5-10	12.5-15	2,090	1,857	152
Sophie Ingram	45-50	5-10	0-2.5	-	864	817	14
Jacqui Smillie	20-25	-	0-2.5	-	375	339	18

The figures in the table below are provided by the Agency's Police Pensions Administrator for those board members with Police Pension Scheme arrangements.

	Accrued pension at age as at 31/3/2025 £000	Total lump sum at pension age as at 31/3/2025 £000	Real increase in pension at pension age £000	Real increase in lump sum at pension age £000	Cash Equivalent Transfer Value at 31/3/2025 £000	Cash Equivalent Transfer Value at 31/3/2024 £000	Real increase in Cash Equivalent Transfer Value £000
Steve Rodhouse	135-140	25-30	10-12.5	-	3,032	2,911	121

The non-executive directors are non-pensionable appointments.

## Police Pension Scheme

Directors with a police pension are members of the Police Pension Scheme 1987.

The Police Pension Scheme 1987 is a 'final salary' scheme. The pension is calculated as a proportion of final average pensionable pay, generally pay in the last year of service as a member of the scheme. The pension received depends on pensionable service, which for most officers will be the length of service in the police force for which they have paid pension contributions, with appropriate adjustments for part-time service. 30 years' service is required to qualify for the maximum pension.

The scheme provides the following benefits:

- a maximum pension is two-thirds of average pensionable pay
- there is an option to exchange ('commute') part of the pension for a lump sum
- average pensionable pay is in effect the highest pensionable pay for the three years before retirement
- each year of pensionable service for the first 20 years gives entitlement to a pension of 1/60 of final pay and each year for the final 10 years gives 2/60, up to a limit of 40/60.



Seconded directors who are police officers are members of pension schemes managed by their respective police forces.

As part of this scheme, the NCA accepts liability for payment of the pension benefits in respect of the officer's past service with a police force, although no transfer values are payable from a former employer in respect of this liability, as well as their pensionable service while employed by the Agency. Pension benefits are paid as they fall due from the NCA resources. Pensions paid in the year are charged against the Pension Provision (see Part three and Notes to the accounts). In order to comply with HM Treasury's Financial Reporting Manual (FReM) and Accounts guidance, the NCA is required to provide in these accounts for the full value of the expected future pensions liabilities of the officers. The NCA has commissioned the Government Actuary's Department (GAD) to value the scheme liabilities as at 31 March 2025 as part of its quadrennial review.

## **Civil Service Pensions**

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015, a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or *alpha*. This scheme provides benefits on a career average basis with a normal pension age equal to the member's state pension age (or 65 if higher). From

that date, all newly appointed civil servants and the majority of those already in service joined *alpha*.

Prior to April 2015, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three provide benefits on a final salary basis (*classic*, *premium* or *classic plus*) with a normal pension age of 60. One provides benefits on a whole career basis (*nuvos*) with a normal pension age of 65.

These statutory arrangements are unfunded, with the cost of benefits met by monies voted by parliament each year. Pensions payable under *classic*, *premium*, *classic plus*, *nuvos* and *alpha* are increased annually, in line with Pensions Increase legislation.

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of *classic*, *premium* and *classic plus*, and 65 for members of *nuvos*. For members of *alpha* the pension age is the higher of 65 or state pension age.

Further details about the Civil Service pension arrangements can be found at the website [\*\*www.civilservicepensionscheme.org.uk\*\*](http://www.civilservicepensionscheme.org.uk).

## **Cash equivalent transfer values (CETVs) (audited)**

This is the actuarially-assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another scheme or arrangement when the member leaves a scheme and chooses to transfer the pension benefits they have accrued in their former scheme.

The pension figures shown relate to the benefits the individual has accrued as a consequence of their total NCA and related precursor Agency service, not just their current appointment. CETVs are calculated in accordance with the Occupational Pension Schemes Transfer Values (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when the pension benefits are taken. CETVs are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that existed at 31 March 2025.

## **Real increase in CETVs**

This reflects the increase in CETVs that is funded by the employer. It does not include the increase

in accrued pension due to inflation or contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement), and uses common market valuation factors for the start and end of the period.

## **McCloud/Sargeant judgment**

In December 2018, the Court of Appeal ruled that the ‘transitional protection’ offered to some members of the judicial and fire fighters’ schemes as part of the 2015 Pension reforms amounted to unlawful discrimination.

The NPCC liaises regularly with HM Treasury and the Home Office in relation to remedy arrangements. The NPCC has set up a Pension Remedy Working Group which meets on a monthly basis. Representatives from the NCA contribute to NPCC work to understand and mitigate the impact of the remedy across relevant Home Office agencies and departments and help develop common arrangements and policies.

The impact of an increase in scheme liabilities arising from McCloud/Sargeant judgement will be measured through the pension valuation process, which determines employer and employee contribution rates.

In respect of the McCloud Pension case, claimants have lodged claims for compensation under two active sets of litigation, Aarons and Penningtons.

Government Legal Department settled the injury to feelings claims for Aarons on behalf of Chief Officers without seeking any financial contributions. Pecuniary loss claims were stayed until the remedy was bought into force on 1 October 2023.

The impact of an increase in annual pension payments arising from McCloud/Sargeant is determined through the Police Pension Fund Regulations 2007. These require a police authority to maintain a pension fund into which officer and employer contributions are paid and out of which pension payments to retired officers are made. If the police pension fund does not have sufficient funds to meet the cost of pensions in year, the amount required to meet the deficit is then paid by the Secretary of State to the police authority in the form of a central government top-up grant. A provision is included in the Police Pension Scheme liability shown in Note 3 of these accounts (page 232). Whilst this ruling will also have a future impact on civil service pensions, no other contingent liability is required in these accounts.

## **Compensation on early retirement or for loss of office (audited)**

No officers left under Voluntary Exit terms during 2024-25 (2023-24: None).

## Payments to past directors (audited)

No payments were made to past directors in 2024-25 (2023-24: None).

## Fair pay disclosure (audited)

Reporting bodies are required to disclose the ratio between the remuneration of the highest-paid director in their organisation and the median remuneration of the organisation's workforce.

Year	25th percentile pay and benefits ratio	Median pay and benefits ratio	75th percentile pay and benefits ratio
2024-25	5.0:1	4.7:1	3.8:1
	£40,488	£43,415	£53,232
2023-24	5.0:1	4.6:1	3.8:1
	£38,560	£41,347	£50,697

Total pay and benefits figures in the table above are the same as total salary.

The banded remuneration of the highest-paid director in the NCA in the financial year 2024-25 was £200-205k, a 5.19% increase from 2023-24 (2023-24: £190-195k). This was 4.7 times (2023-24: 4.6 times) the median remuneration of the workforce, which was £43,415 (2023-24: £41,347). The NCA's calculation of the median earnings of the workforce (excluding the highest-paid director) and the ratio between this and the highest-paid director was based on full-

time equivalent officers as at 31 March 2025, on an annualised basis. The median pay and benefits ratio for 2024-25 reflects the Agency's commitment to an affordable and inclusive pay and benefits system for all officers.

The average salary change for 2024-25 in respect NCA employees taken as a whole, was an increase of 5.80% (2023-24: 9.07%).

In 2024-25, no employees received remuneration in excess of the highest-paid director. Remuneration ranged from £20k to £201k (2023-24: £15k to £192k).

No contingent labour costs are included in the median pay calculation. The impact of excluding contingent labour and seconded officers does not have a material impact on the calculation.

Total remuneration includes salary, non-consolidated performance-related pay and benefits-in-kind. It does not include severance payments, employer pension contributions or the cash equivalent transfer value of pensions. The NCA's median pay included allowances but not overtime.

## **Trade unions**

The NCA has in place an employee relations policy that outlines a consultative framework for engaging trade union representatives. There are 3 recognised trade unions and facility time is provided to allow union representatives to take part in industrial relations duties.

In October 2013, the NCA introduced new union facility time arrangements limiting the proportion of the pay bill allocated to paid union facility time to 0.1%, in line with the Cabinet Office Facility Time Framework.

## Facility time publication requirements

Effective from 1 April 2020

**Table 1 – Trade union representatives**

Number of employees who were relevant union officials during the reporting period	Full Time Equivalent (FTE) employee number 2024-25	Full Time Equivalent (FTE) employee number 2023-24
	72	75

**Table 2 - Percentage of time spent on facility time**

Percentage of time	Number of employees 2024-25	Number of employees 2023-24
0%	14	5
1%-50%	58	70
51%-99%	-	-
100%	-	-



**Table 3 - Percentage of pay bill spent on facility time**

Percentage of pay on facility time	2024-25	2023-24
Total cost of facility time	£154,508	£266,034
<b>Total pay bill</b>	<b>£416,016,763</b>	<b>£367,733,293</b>
Percentage of the total pay bill spent on facility time	0.04%	0.07%

**Table 4 - Paid trade union activities (TUA)**

<b>Time spent on paid TUA</b>	<p>No paid TUA.</p> <p>TUA is unpaid except in exceptional circumstances.</p> <p>Only Trade Union duties are paid.</p>
-------------------------------	--

# Staff report

## Staff costs (audited)

For year to 31 March 2025

<b>Permanently employed</b>	<b>2024-25</b>	<b>Others 2024-25 £000</b>	<b>Total 2024-25 £000</b>	<b>Total 2023-24 £000</b>
Wages and salaries	300,293	26,720	327,013	299,204
Social security costs	33,137	-	33,137	29,729
Pension costs	83,309	-	83,309	68,078
<b>Sub total</b>	<b>416,739</b>	<b>26,720</b>	<b>443,459</b>	<b>397,011</b>
Less recoveries in respect of outward secondments	(1,187)	-	(1,187)	(946)
<b>Sub total</b>	<b>415,552</b>	<b>26,720</b>	<b>442,272</b>	<b>396,065</b>
Total service cost net of employee contributions	790	-	790	1,010
<b>Total net costs</b>	<b>416,342</b>	<b>26,720</b>	<b>443,062</b>	<b>397,075</b>

## **Pension benefits**

### **Principal Civil Service Pension Scheme (PCSPS)**

The PCSPS is an unfunded multi-employer defined benefit scheme in which the NCA is unable to identify its share of the underlying assets and liabilities.

A full actuarial valuation was carried out as at 31 March 2020. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation ([www.civilservice-pensions.gov.uk](http://www.civilservice-pensions.gov.uk)).

For 2024-25, employers' contributions of £74.23m were payable to the PCSPS (2023-24: £63.16m) at the rate of 28.97% (2023-24: 26.6% to 30.3%) of pensionable pay, based on salary bands. The scheme's actuary reviews employer contributions every four years following a full scheme valuation. The contribution rates reflect benefits as they are accrued, not when the costs are actually incurred, and reflect past experience of the scheme.

### **Partnership and stakeholder schemes**

Employees can opt to open a partnership pension account - a stakeholder pension with an employer contribution. Employers' contributions of £1.85m (2023-24: £1.80m) were paid to one or more of a panel of three appointed stakeholder pension providers. Employer contributions are age-related and range from 8% to 14.75% (2023-24: 8% to 14.75%) of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay.

In addition, employers' contributions of £56.97k (2023-24: £55.4k) of pensionable pay, were payable to the PCSPS to cover the cost of the future provision of lump sum benefits on death-in-service and ill-health retirement of these employees. Contributions due to the partnership pension providers at 31 March 2025 were £2.80m (31 March 2024: £2.62m). Contributions prepaid at 31 March 2025 were £nil (31 March 2024: £nil).

In the reporting period, 4 staff (2023-24: 5) retired early on ill-health grounds.

## Numbers of Senior Civil Servants (SCS)

NCA's senior staff grades are analogous to SCS equivalents. Numbers of Senior Civil Servants (or equivalent) by pay band as at 31 March 2025:

SCS grade	NCA equivalent	2024-25 Headcount	2023-24 Headcount
SCS 4	Director General NCA	1	1
SCS 3	Director General - Capabilities	1	1
	Director General - Operations	1	1
	Director General – Strategic Projects	1	1
	Director General – Threats	1	1
SCS 2	Directors	10	10
SCS 1	Deputy Directors	36	35
<b>Total</b>		<b>51</b>	<b>50</b>

Disclosure only includes directly employed Senior Civil Servants, and secondees where occupying a permanent position.

### **Staff numbers (audited)**

The NCA's total headcount as at 31 March 2025 was 6,137 officers made up of directly employed officers, seconded officers, loaned officers and contingent labour, including employment agency officers and specialist contractors.

At 31 March 2025, the breakdown of officer headcount by gender was as follows:

Staff composition	2024-25 Headcount			2023-24 Headcount		
	Male	Female	Total	Male	Female	Total
Directors General and Directors	9	6	15	10	5	15
Other Senior Civil Servants	23	15	38	21	15	36
Other Employees	3,232	2,852	6,084	3,213	2,723	5,936
<b>Total*</b>	<b>3,264</b>	<b>2,873</b>	<b>6,137</b>	<b>3,244</b>	<b>2,743</b>	<b>5,987</b>

\*This total represents the NCA headcount as at 31 March 2025, including employment agency officers, commercial contractors, seconded officers and officers on career break.

The average number of full-time equivalent (FTE) officers employed during the year was: (audited)

	2024-25 FTE	2023-24 FTE
Permanently Employed (UK employment contract)	5,712	5,554
Other	240	235
<b>Total average number of officers</b>	<b>5,952</b>	<b>5,789</b>

As at 31 March 2025, the NCA had 56 officers attached from other organisations (2023-24: 56). They are excluded from the above figures as they do not form part of the NCA establishment. The NCA is not charged for the attached officers, who are considered to be working for the benefit of their employers.

## Officer turnover

Officer turnover during 2024-25 was 7.6% (2023-24: 7.5%).

## Officer sickness reporting

NCA officers were absent on sick leave for an average of 4.3 days per employee during the year to 31 March 2025 (2023-24: 4.8 days).

## **Staff policies applied during the year**

### **Inclusion, diversity and equality**

The NCA is committed to treating everyone with dignity and respect, embracing diversity, collaborating effectively and sharing knowledge and best practices.

It seeks to foster and sustain an environment that values all officers and acknowledges their contributions, ensuring fairness and equal opportunities. Issues of inclusion, diversity, and equality are integrated in to strategic planning, policy development and organisational processes.

The NCA strives to create an inclusive environment where everyone feels valued, and the organisation is receptive to the experiences, insights, and skills of individuals from diverse backgrounds including differences in age, disability, sex, gender reassignment, race, religion, belief, sexual orientation, marital or civil partnership status, pregnancy or maternity/paternity status, and political opinion.

The NCA supports various work styles for individual officers while fulfilling the organisational needs as reflected in our values of Integrity, Agility, Alliance and Excellence.

The NCA is dedicated to the employment and career development of disabled colleagues and participates in the Disability Confident Scheme. Recognised as a Level 3 Disability Confident Leader,



the NCA demonstrates its commitment to valuing the contributions of individuals with disabilities and removing barriers to ensure their success in the work place.

The NCA actively ensures that disability is not seen as a barrier to recruitment or promotion and has a policy of inviting individuals with disabilities who meet the minimum entry criteria to attend interviews or assessments. Once in post, disabled colleagues are provided with the reasonable support or adjustments necessary to perform their duties.

The NCA has its own Inclusion, Culture and Engagement team and internal diversity groups, and collaborates with other cross government diversity groups to continually improve and provide support to officers who need it.

## **Monitoring expenditure on consultancy and temporary staff**

The NCA is required to report expenditure during the year on consultancy and the use of contingent labour (temporary staff). This expenditure includes, as separate line items, total consultancy expenditure and contingent labour expenditure incurred.

## **Temporary (non-payroll) staff**

The table below gives the cost of providing contingent labour to cover business as usual or service delivery activities in the Agency.

Temporary staff are employed either through an employment agency or recruitment consultant, and are engaged on an ad hoc or temporary basis to fulfil requirements within established posts or provide cover (for example, for a vacancy, holiday, sickness or additional resource). They can undertake operational or professional roles.

Temporary workers are interim staff at the NCA junior grades. Interim managers include staff at the NCA middle management grades and senior interim staff at director level, where applicable.

Staff seconded to the NCA from other government departments and related arm's length bodies are excluded from the disclosure as they are not considered 'non-payroll'.

The use of specialist contractors in 2024-25 was driven by support for the NCA's transformation programme and contractors engaged to work on externally-funded projects. Externally-funded projects operate on a cost recovery basis. The totals below are shown gross (i.e. not net of any related externally-funded income).



	2024-25 £000	2023-24 Restated £000
<b>Temporary workers – admin and clerical**</b>		
Admin and clerical agency staff are normally lower-grade contingent labour who are filling in for a role within the organisational structure	4,898	2,824
<b>Interim managers<sup>†\$</sup></b>		
Middle- to senior-grade staff, concerned with the fulfilment of particular professional functional or senior management positions within the organisational structure	13,152	13,414
<b>Specialist contractors/services (consultants)<sup>^</sup>\$</b>		
Specialists are normally middle to senior grades, used to provide expertise that is not available in-house, fulfilling functional or senior positions within the organisational structure	56,953	70,335*
	<b>75,003</b>	<b>86,573</b>

\* Restatement of prior year figures as a result of double counting of a limited number of staff included in this disclosure

\*\* This total includes £1.13m (2023-24: £1.17m) expenditure on temporary workers within cost recovered non-VOTE funded projects.

† This total includes £6.24m (2023-24: £5.44m) expenditure on interim managers within cost recovered non-VOTE funded projects.

^ This total includes £37.69m (2023-24: £41.92m) expenditure on specialist contractors within cost recovered non-VOTE funded projects.

\$ Included in the above is £18.86m (2023-24: £10.10m) contingent labour expenditure which has been capitalised.

## Consultancy

Consultancy expenditure covers the provision to management of objective advice relating to the strategy, transformation, structure, management or operations of the NCA, in pursuit of its purposes and objectives. Such advice will be provided outside the business-as-usual environment, when inhouse skills are not available, and will be time-limited.

Resource employed for the purpose of supporting the business-as-usual environment, when in-house skills are not available, but are not expressly contingent labour, are used exclusively for the delivery of services, providing further flexibility to fill unavoidable short-term operating gaps.

For the purposes of disclosure, the NCA classifies such expenditure as Specialist contractors – middle-to-senior grades used to provide expertise that is not available in-house, fulfilling functional or senior positions within the organisational structure, engaged on a short-term basis, although not always provided through an employment agency.

## Reporting of high paid off-payroll appointments

The review of tax arrangements of public sector appointees requires the NCA to publish information on the Agency's highly paid and/or senior off-payroll engagements. In accordance with FReM, this includes staff who are paid more than £245 per day and contracted through an agency relationship.

**Table 1 – All off-payroll engagements as at 31 March 2025 for more than £245 per day:**

	2024-25	2023-24
<b>Number of existing engagements as at 31 March 2025</b>	<b>94</b>	<b>85</b>
Of which at time of reporting:		
Number that have existed for less than one year at time of reporting	36	40
Number that have existed for between one and two years at time of reporting	34	25
Number that have existed for between two and three years at time of reporting	11	7
Number that have existed for between three and four years at time of reporting	11	7
Number that have existed for four or more years at time of reporting	2	6

All existing off-payroll engagements outlined above have been subject to a risk-based assessment as to whether assurance is required that the individual is paying the right amount of tax.

## **Table 2 - All highly paid off-payroll workers engaged at any point during the year ended 31 March 2025, earning £245 per day or greater:**

	<b>2024-25</b>	<b>2023-24</b>
<b>Number of temporary off-payroll workers engaged during the year ended 31 March 2025</b>	<b>138</b>	<b>122</b>
Number assessed as within scope of IR35	133	115
Number assessed as outside scope of IR35	5	7
Number engaged directly (via PSC contracted to department) and are on departmental payroll	-	-
Number of engagements reassessed for consistency / assurance purpose during the year	-	-
Number of engagements that saw a change to IR35 status following the consistency review	-	-

Following the risk-based assessment, no assurance was required from the employment agencies. The NCA had no off-payroll engagements for board members or senior officials with financial responsibility between 1 April 2024 and 31 March 2025.



# **Parliamentary accountability and audit report**

## **Statement of Outturn against Parliamentary Supply**

This section is subject to audit.

In addition to the primary statements prepared under International Financial Reporting Standards (IFRS), the FReM requires the NCA to prepare a Statement of Outturn against Parliamentary Supply (SoPS) and supporting notes.

The SoPS and related notes are subject to audit, as detailed in the Certificate and Report of the Comptroller and Auditor General to the House of Commons.

The SoPS is a key accountability statement that shows, in detail, how an entity has spent against their Supply Estimate. Supply is the monetary provision (for resource and capital purposes) and cash (drawn primarily from the Consolidated Fund), that parliament gives statutory authority for entities to use. The estimate details supply and is voted on by parliament at the start of the financial year.

Should an entity exceed the limits set by their Supply Estimate, called control limits, their accounts will receive a qualified opinion.

The format of the SoPS mirrors the Supply Estimates, published on gov.uk, to enable comparability between what parliament approves and the final outturn.

The SoPS contains a summary table, detailing performance against the control limits that parliament have voted on, cash spent (budgets are compiled on an accruals basis and so outturn won't exactly tie to cash spent) and administration.

The supporting notes include:

- outturn by estimate line, providing a more detailed breakdown (Note 1)
- a reconciliation of outturn to net operating expenditure in the Statement Of Comprehensive Net Expenditure (SoCNE), to tie the SoPS to the financial statements (Note 2)
- and a reconciliation of outturn to net cash requirement (Note 3)

The SoPS and Estimates are compiled against the budgeting framework, which is similar to, but different to IFRS. Further information on the Public Spending Framework and the reasons why budgeting rules are different to IFRS can be found in Chapter 1 of the Consolidated Budgeting Guidance, available on [www.gov.uk](http://www.gov.uk).

The SoPS provides a detailed view of financial performance, in a form that is voted on and recognised by parliament. The financial review in the Performance report provides a summarised discussion of outturn against estimate and functions as an introduction to the SoPS disclosures.

# Summary tables

## Summary table, 2024-25

All figures presented in £000

	SoPS Note	Outturn			Estimate			Outturn Vs Estimate, savings/ (excess)		Prior year outturn total 2023-24 £000
		Voted	Non- voted	Total	Voted	Non- Voted	Total	Voted	Total	
<b>Departmental Expenditure Limit</b>										
- Resource (RDEL)	1.1	698,082	-	698,082	707,801	-	707,801	9,719	9,719	667,827
- Capital (CDEL)	1.2	125,612	-	125,612	127,298	-	127,298	1,686	1,686	136,979
<b>Annually Managed Expenditure (AME)</b>										
- Resource	1.1	32,405	-	32,405	50,000	-	50,000	17,595	17,595	29,125
- Capital	1.2	117	-	117	500	-	500	383	383	1,542
<b>Total Budget</b>		<b>856,216</b>	-	<b>856,216</b>	<b>885,599</b>	-	<b>885,599</b>	<b>29,383</b>	<b>29,383</b>	<b>835,473</b>
<b>Non-Budget</b>										
- Resource	1.1	-	-	-	-	-	-	-	-	-
<b>Total</b>		<b>856,216</b>	-	<b>856,216</b>	<b>885,599</b>	-	<b>885,599</b>	<b>29,383</b>	<b>29,383</b>	<b>835,473</b>
Total Resource		730,487	-	730,487	757,801	-	757,801	27,314	27,314	696,952
Total Capital		125,729	-	125,729	127,798	-	127,798	2,069	2,069	138,521
<b>Total</b>		<b>856,216</b>	-	<b>856,216</b>	<b>885,599</b>	-	<b>885,599</b>	<b>29,383</b>	<b>29,383</b>	<b>835,473</b>

Figures in the areas outlined in a thick line cover the voted control limits voted by parliament. Refer to the Supply Estimates guidance manual, available on [www.gov.uk](http://www.gov.uk), for detail on the control limits voted by parliament.

## Net cash requirement 2024-25

All figures presented in £000

	SoPS Note	Outturn	Estimate	Outturn vs Estimate, Saving/ (excess)	Prior year outturn total 2023-24
Net cash requirement	3	784,659	925,081	140,422	683,991

## Administration costs 2024-25

All figures presented in £000

Type of spend	SoPS Note	Outturn	Estimate	Outturn vs Estimate, Savings/ (excess)	Prior year outturn total 2023-24
Administration Costs	1.1	39,008	40,712	1,704	37,210

Although not a separate voted limit, any breach of the administration budget will also result in an excess vote.

Explanations of variances between estimates and outturn are given under SoPS 3 below.

# Notes to the statement of outturn against parliamentary supply 2024-25

## SoPS 1 Outturn detail, by estimate line

### SoPS 1.1 Analysis of resource outturn by estimate line

Type of spend (Resource)	Resource Outturn						Estimate			Outturn vs Estimate savings/ (excess) £000	Prior year outturn total 2023-24 £000	
	Administration			Programme			Total £000	Virements £000	Total including virements £000			
	Gross £000	Income £000	Net £000	Gross £000	Income £000	Net £000						
Spending in Departmental Expenditure limit (DEL)												
Voted:												
A – National Crime Agency	39,312	(304)	39,008	824,511	(165,437)	659,074	698,082	707,801	-	707,801	9,719	667,827
Spending in Annually Managed Expenditure (AME)												
Voted:												
B – National Crime Agency	-	-	-	32,405	-	32,405	32,405	50,000	-	50,000	17,595	29,125
Total	39,312	(304)	39,008	856,916	(165,437)	691,479	730,487	757,801	-	757,801	27,314	696,952

## SoPS 1.2 Analysis of capital outturn by estimate line

Type of spend (Capital)	Outturn			Estimate			Outturn vs Estimate savings/ (excess) £000	Prior year outturn total 2023-24 £000
	Gross £000	Income £000	Net £000	Net Total £000	Virements £000	Total Including Virements £000		
Spending in Departmental Expenditure limit (CDEL)								
Voted:								
A – National Crime Agency	199,374	(73,762)	125,612	127,298	-	127,298	1,686	136,979
Annually Managed Expenditure								
Voted:								
B – National Crime Agency	117	-	117	500	-	500	383	1,542
Total	199,491	(73,762)	125,729	127,798	-	127,798	2,069	138,521

The total estimate columns include virements. Virements are the reallocation of provision in the estimates that do not require parliamentary authority (because parliament does not vote to this level of detail and delegates this to HM Treasury). Further information on virements is provided in the Supply Estimates Manual, available on [www.gov.uk](http://www.gov.uk).

The outturn vs estimate column is based on the total, including virements. The estimate total before virements have been made is included so that users can link the estimate back to the estimates laid before parliament.

## SoPS 2. Reconciliation of outturn to net operating expenditure

Item	Reference	Outturn total £000	Prior year outturn total 2023-24 £000
Total resource outturn in Statement of Parliamentary Supply	SoPS 1.1	730,487	696,952
Less: Capital grants		(72,065)	(60,438)
Other – research and development (R&D) expenditure	4	7,612	14,216
Other – capital expenditure	4	4,111	6,197
<b>Net Operating Expenditure in Statement of Comprehensive Net Expenditure</b>		<b>670,145</b>	<b>656,927</b>

As noted in the introduction to the SoPS above, outturn and the estimates are compiled against the budgeting framework, which is different to IFRS. Therefore, this reconciliation bridges the resource outturn to net operating expenditure, linking the SoPS to the financial statements.



Capital grants, research and development, and other capital expenditure are budgeted for as CDEL, and in the majority of cases do not classify as an asset under International Accounting Standard IAS 16. These are accounted for as spend or income on the face of the Statement of Comprehensive Net Expenditure (SoCNE), and function as a reconciling item between Resource and Net Operating Expenditure. Corresponding adjustments are made in SoPS 1.2 and SoPS 2.

## SoPS 3. Reconciliation of net resource outturn to net cash requirement

Item	Reference	Outturn total £000	Estimates total £000	Outturn vs estimate, savings/ (excess) £000
<b>Resource outturn</b>	SoPS 1.1	730,487	757,801	27,314
<b>Capital outturn</b>	SoPS 1.2	125,729	127,798	2,069
<i>Adjustments to non-cash items:</i>				
Depreciation and impairment		(116,346)	(116,719)	(373)
New provisions and adjustments to previous provisions		(734)	(50,500)	(49,766)
Leased asset additions		(9,619)	-	9,619
Other non-cash items		(5,162)	(164)	4,998
<i>Adjustments to reflect movements in working balances:</i>				
Increase in receivables		47,828	-	(47,828)
Increase in payables		11,199	206,865	195,666
Use of provisions		1,277	-	(1,277)
		<b>784,659</b>	<b>925,081</b>	<b>140,422</b>
<b>Removal of non-voted budget items</b>				
Consolidated Fund Standing Services		-	-	-
Other adjustments		-	-	-
<b>Net cash requirement</b>		<b>784,659</b>	<b>925,081</b>	<b>140,422</b>

As noted in the introduction to the SoPS above, outturn and the estimates are compiled against the budgeting framework, not on a cash basis. Therefore, this reconciliation bridges the resource and capital outturn to the net cash requirement.

# **Explanation of key variances between estimates and outturn**

## **Resource departmental expenditure limit (RDEL)**

RDEL underspend of £9.72m includes both cash and non-cash items and is 0.37% above the 1% target underspend to budget. The underspend materialised primarily as a result of operational priority as effort pivoted to an externally funded special project which reduced Vote expenditure as staff costs moved to this priority. In addition, there was an executive direction to reduce discretionary spend and pause recruitment during the year to ensure budget adherence as pressures were managed.

## **Capital departmental expenditure limit (CDEL)**

CDEL underspend of £1.69m represents 1.32% of the estimated budget. The small CDEL underspend has arisen due to variances across the NCA's portfolio, managing against the tight budgetary position and pivoting effort and spend towards externally funded special projects.

## **Resource annually managed expenditure (AME)**

The reported AME outturn represents a £17.60m (35.2%) underspend. AME by its nature is demand led and volatile. The NCA maintains a budget with comfort to react to the volatile nature of expenditure in this category. AME expenditure is affected by changes in discount rates, with the majority of the expenditure the result of interest payments in relation to the police pension liability, as well as movements in provisions and asset revaluations. The NCA has no control over this expenditure and the underspend represents a smaller movement in provisions than forecast.

## **Net cash requirement**

Cash is drawn down from HM Treasury when required and not in advance of need. The cash held at the end of the financial year is returned to HM Treasury during financial year 2025-26.

## **Losses and special payments**

This section is subject to audit.

There were no reportable losses during the year.

In accordance with Managing Public Money, the NCA is required to disclose the total value of special payments made during the year. Separate disclosure is also required for any special payments greater than £0.30m.

Three special payments totalling £0.08m were made during 2024-25 (2023-24: one) for which HM Treasury approval was received. In all cases where special payments are made above the delegated limit, HM Treasury approval is received and the expenditure is met through NCA Estimate delegation.

## **Remote contingent liabilities (audited)**

There are no remote contingent liabilities to be disclosed in 2024-25 (2023-24: None).

## **Fees and charges (audited)**

There has been no material fees or charges for the year requiring disclosure in accordance with Managing Public Money.



**Graeme Biggar CBE**  
**Director General, NCA**

18 July 2025

# **The Certificate and Report of the Comptroller and Auditor General to the House of Commons**

## **Opinion on financial statements**

I certify that I have audited the financial statements of the National Crime Agency for the year ended 31 March 2025 under the Government Resources and Accounts Act 2000.

The financial statements comprise the National Crime Agency's:

- Statement of Financial Position as at 31 March 2025;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the National Crime Agency's affairs as at 31 March 2025 and its net expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

## Opinion on regularity

In my opinion, in all material respects:

- the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals for the year ended 31 March 2025 and shows that those totals have not been exceeded; and
- the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements*

*and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of the National Crime Agency in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the National Crime Agency's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the National Crime Agency's



ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the National Crime Agency is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which requires entities to adopt the going concern basis of accounting in the preparation of the financial statements where it is anticipated that the services which they provide will continue into the future.

## **Other information**

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is

materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## **Opinion on other matters**

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is

consistent with the financial statements and is in accordance with the applicable legal requirements.

## **Matters on which I report by exception**

In the light of the knowledge and understanding of the National Crime Agency and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by the National Crime Agency or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is

not in agreement with the accounting records and returns; or

- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## **Responsibilities of the Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Accounting Officer is responsible for

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within the National Crime Agency from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;

- preparing financial statements which give a true and fair view, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- assessing the National Crime Agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the National Crime Agency will not continue to be provided in the future.

## **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level

of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

## **Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud**

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

## **Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud**

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance

including the design of the National Crime Agency's accounting policies.

- inquired of management, the National Crime Agency's head of internal audit, and those charged with governance, including obtaining and reviewing supporting documentation relating to the National Crime Agency's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the National Crime Agency's controls relating to the National Crime Agency's compliance with the Government Resources and Accounts Act 2000, Managing Public Money and the Supply and Appropriation (Main Estimates) Act 2024.
- inquired of management, the National Crime Agency's head of internal audit, and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud,

- discussed with the engagement team and the relevant external specialists, including pensions experts, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the National Crime Agency for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of the National Crime Agency's framework of authority and other legal and regulatory frameworks in which the National Crime Agency operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the National Crime Agency. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, Supply and Appropriation (Main Estimates) Act 2024, Crime and Courts Act 2013, Serious Crime Act 2015, Employment Law, Pensions Legislation and Tax Legislation.



## **Audit response to identified risk**

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee and in-house legal counsel concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and

- I performed substantive testing of income streams and ensured that the National Crime Agency had met the performance obligations necessary to recognise income and that income received is in line with authorising legislation.

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members including internal specialists and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)**. This description forms part of my certificate.

## **Other auditor's responsibilities**

I am required to obtain appropriate evidence sufficient to give reasonable assurance that the Statement of Outturn against Parliamentary Supply properly presents the outturn against voted Parliamentary control totals and that those totals have not been exceeded. The voted Parliamentary control totals are Departmental Expenditure Limits (Resource and Capital), Annually Managed Expenditure (Resource and Capital), Non-Budget (Resource) and Net Cash Requirement.

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control I identify during my audit.

## **Report**

I have no observations to make on these financial statements.

**Gareth Davies**  
**Comptroller and Auditor General**  
18 July 2025

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP



# Part 3 – Financial Statements



# **Statement of comprehensive net expenditure**

for the period ended 31 March 2025

This account summarises the expenditure and income generated and consumed on an accruals basis. It also includes other comprehensive income and expenditure, which include changes to the values of non-current assets and other financial instruments that cannot yet be recognised as income or expenditure.

	Note	2024-25 £000	2023-24 £000
Revenue from contracts with customers	5	(221,045)	(198,547)
Other operating income	5	(16,761)	(7,944)
<b>Total operating income</b>		<b>(237,806)</b>	<b>(206,491)</b>
Staff costs	3	443,062	397,075
Other operating expenditure*	4	313,696	332,361
Interest on lease liabilities*	4	1,727	1,019
Depreciation right-of-use assets	4	20,587	18,812
Depreciation and impairment charges	4	95,759	85,131
<b>Total operating expenditure</b>		<b>874,831</b>	<b>834,398</b>
<b>Net operating expenditure</b>		<b>637,025</b>	<b>627,907</b>
Interest on pension liabilities	3a	33,120	29,020
<b>Net expenditure for the year</b>		<b>670,145</b>	<b>656,927</b>

## Other comprehensive net expenditure

	Note	2024-25 £000	2023-24 £000
Items which will not be reclassified to net operating expenditure:			
Net loss/(gain) on revaluation of property, plant and equipment	4, 6	224	(1,425)
Actuarial loss/(gain) on pension reserve	3a	2,350	(49,350)
<b>Comprehensive net expenditure for the period ended 31 March 2025</b>		<b>672,719</b>	<b>606,152</b>

\*The sum of these expenditure lines totals to 'other operating expenditure' in Note 4.

The notes on pages 202 to 262 form part of these accounts.

# Statement of financial position

as at 31 March 2025

This statement presents the financial position of the NCA. It comprises 3 main components: assets owned or controlled; liabilities owed to other bodies; and equity, the remaining value of the entity.

	Note	2024-25 £000	2023-24 £000
<b>Non-current assets</b>			
Property, plant and equipment	6	216,002	173,369
Intangible non-current assets	7	247,759	211,308
Right-of-use assets	8	86,958	98,391
<b>Total non-current assets</b>		<b>550,719</b>	<b>483,068</b>
<b>Current assets</b>			
Trade and other receivables	11	168,491	120,663
Cash and cash equivalents	10	18,011	35,645
<b>Total current assets</b>		<b>186,502</b>	<b>156,308</b>
<b>Total assets</b>		<b>737,221</b>	<b>639,376</b>
<b>Current liabilities</b>			
Trade and other payables	12	(153,558)	(167,800)
Provisions	13	(2,703)	(3,018)
<b>Total current liabilities</b>		<b>(156,261)</b>	<b>(170,818)</b>
<b>Total assets less current liabilities</b>		<b>580,960</b>	<b>468,558</b>
<b>Non-current liabilities</b>			
IAS 19 pension liability	3a	(669,871)	(664,021)
Provisions	13	(13,482)	(13,710)
Other payables	12	(69,404)	(74,733)
<b>Total non-current liabilities</b>		<b>(752,757)</b>	<b>(752,464)</b>
<b>Total assets less total liabilities</b>		<b>(171,797)</b>	<b>(283,906)</b>



	Note	2024-25 £000	2023-24 £000
<b>Taxpayers' equity and other reserves:</b>			
General Fund		314,190	197,134
Pension Reserve		(498,550)	(496,200)
Revaluation Reserve		12,563	15,160
		<b>(171,797)</b>	<b>(283,906)</b>

The notes on pages 202 to 262 form part of these accounts.



**Graeme Biggar CBE**  
**Director General and Accounting Officer,**  
**National Crime Agency**  
18 July 2025

# Statement of cash flows

for the period ended 31 March 2025

The Statement of cash flows shows the changes in cash and cash equivalents of the NCA during the reporting period. The statement shows how the NCA generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of service costs and the extent to which these operations are funded by way of income from the recipients of services provided by the NCA. Investing activities represent the extent to which cash inflows and outflows have been made for resources which are intended to contribute to the NCA's future public service delivery.

	Note	2024-25 £000	2023-24 (Restated)^ £000
<b>Cash flows from operating activities</b>			
Net expenditure for the year	SoCNE	(670,145)	(656,927)
<i>Adjustments for non-cash transactions:</i>			
Depreciation, lease interest and audit fee	4	117,751	105,123
IFRS 16 non-cash recognition*		(121)	(1,537)
Loss on asset revaluation	4	1,439	-
Loss on disposal and write off of non-current assets	4	616	394
Impairment	4	491	-
Pension costs	3a	33,910	30,030
Employee contribution	3a	920	830
Police Pension payment made	3a	(31,330)	(31,470)
(Increase)/decrease in receivables	11	(47,828)	27,866
(Decrease)/increase in payables	12	(19,571)	32,624
Less: movements in payables relating to items not passing through the Statement of Comprehensive Net Expenditure	12	(7,649)	(59,358)
Use of provisions	13	(543)	2,148
<b>Net cash outflow from operating activities</b>		<b>(622,060)</b>	<b>(550,277)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment - cash	6	(88,288)	(53,220)
Less: PPE capital creditors		15,420	12,268
Purchase of intangible assets	7	(89,861)	(86,489)
Less: intangible capital creditors		18,607	13,052
Proceeds from disposal of property, plant and equipment		1,255	829
<b>Net cash outflow from investing activities</b>		<b>(142,867)</b>	<b>(113,560)</b>
<b>Cash flows from financing activities</b>			
Payments of lease liabilities	8	(19,732)	(20,154)
From the consolidated fund		767,025	699,200
<b>Net financing</b>		<b>747,293</b>	<b>679,046</b>
<b>Net (decrease)/increase in cash and cash equivalents in the period</b>		<b>(17,634)</b>	<b>15,209</b>
<b>Cash and cash equivalents at the beginning of the period</b>	<b>10</b>	<b>35,645</b>	<b>20,436</b>
<b>Cash and cash equivalents at the end of the period</b>	<b>10</b>	<b>18,011</b>	<b>35,645</b>

\*IFRS16 non-cash items include rent deductions and dilapidations

^ Interest on leases has been moved from financing activities to non-cash transactions

The notes on pages 202 to 262 form part of these accounts.

# Statement of changes in taxpayers' equity

for the period ended 31 March 2025

This statement shows the movement in the year on the different reserves held by the NCA, analysed into 'general fund reserves' (i.e. those reserves that reflect a contribution from the Consolidated Fund). The Revaluation Reserve reflects the changes in asset values that have not been recognised as income or expenditure. The General Fund represents the total assets less liabilities of the NCA, to the extent that the total is not represented by other reserves and financing items.

	Note	General Fund £000	Pension Reserve £000	Revaluation Reserve £000	Total Reserves £000
<b>Balance at 31 March 2023</b>		167,380	(545,550)	16,264	(361,906)
Net gain on revaluation of property, plant and equipment	6	-	-	1,425	1,425
Actuarial gain on pension reserve	3a	-	49,350	-	49,350
Comprehensive net expenditure for the year		(656,927)	-	-	(656,927)
Non-cash charges – auditor's remuneration	4	161	-	-	161
Transfer between reserves		2,529	-	(2,529)	-
Supply payable		(35,645)	-	-	(35,645)
Net parliamentary funding		719,636	-	-	719,636
<b>Balance at 31 March 2024</b>		<b>197,134</b>	<b>(496,200)</b>	<b>15,160</b>	<b>(283,906)</b>

	Note	General Fund £000	Pension Reserve £000	Revaluation Reserve £000	Total Reserves £000
Net loss on revaluation of property, plant and equipment	6	-	-	(224)	(224)
Actuarial loss on pension reserve	3a	-	(2,350)	-	(2,350)
Comprehensive net expenditure for the year		(670,145)	-	-	(670,145)
Non-cash charges – auditor’s remuneration	4	169	-	-	169
Transfer between reserves		2,373	-	(2,373)	-
Supply payable	10	(18,011)	-	-	(18,011)
Net parliamentary funding		802,670	-	-	802,670
<b>Balance at 31 March 2025</b>		<b>314,190</b>	<b>(498,550)</b>	<b>12,563</b>	<b>(171,797)</b>

The notes on pages 202 to 262 form part of these accounts.

# Notes to the accounts

## 1. Statement of accounting policies

### Basis of preparation

The financial statements for the NCA have been prepared in accordance with the 2024-25 FReM issued by HM Treasury. The accounting policies contained in the FReM apply IFRS as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the NCA for the purpose of giving a true and fair view has been selected. The particular policies adopted by the NCA are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The NCA is a non-ministerial department which is accountable to the Home Secretary for its performance. Accordingly, it has been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

The presenting currency is in pounds sterling, rounded to the nearest thousand.

## **a. Accounting convention**

The accounts have been prepared on an accruals basis under the historical cost convention, modified to account for the revaluation of property, plant and equipment. Intangible assets and inventories are not revalued.

## **b. Income**

Income is recognised in accordance with IFRS 15 Revenue from Contracts with Customers as adapted by FReM.

Revenue is recognised when a performance obligation is met at a point in time at the transaction price allocated to the performance obligation. If the cash has not been received by year end, the income is accrued and recognised in the SoCNE.

The NCA does not include income from sales of non-current assets within the scope of IFRS 15 as such gains would not be classed as revenue. Proceeds from the sale of non-current assets are offset against the net book value to determine the profit or loss on disposal as set out in Note 4.

All income is recognised in the year to which it relates. If cash has been received in advance of its associated expenditure, it is deferred to the following year and included as a contract liability in Note 12.

The table below show the income streams recognised under IFRS 15 during the financial year 2024-25:

Income stream	Description of income stream	Performance obligation	Determination of transaction price	Payment terms
Asset Recovery Incentivisation Scheme	Recovery of proceeds of crime	The NCA has powers set out in legislation to recover this income	Value of penalty collected	Payment by court order
Civil recoveries applied to receivers' fees	Recovery of costs in relation to civil recovery case work	Receivers' investigations work undertaken by the NCA	Value of costs awarded	Payment by court order
Overhead Recharge	Recovery of administration costs	Supply of service delivery in line with agreed project work	Agreed within Memorandum of Understanding	Payment at time service is consumed
Proceeds of Crime Centre (PoCC) accreditation, registration and training	PoCC accreditation, registration and training provided by the NCA	On accreditation, registration or delivery of training	Standard price per level of accreditation and per training course	Payment in advance
Recovery of costs	Legal and other non-routine work carried out by the NCA	Completion of work against agreed deliverables	In agreement between the NCA and funding provider	Payment at time work completed on an accruals basis
Rental income	Licence fee arrangement for provision of accommodation within the NCA estate	Provision of accommodation	Agreed within Licence Agreement	Payment at the time service is consumed
Specific operational funding	External funding for specific operational projects	Work carried out by the NCA	Agreed within Memorandum of Understanding	Payment at the time work is completed on an accruals basis
Training and conference fees	Supply of training and conference services	Supply of services	Set out in order confirmation	Payment at time or in advance of event



Asset Recovery Incentivisation Scheme (ARIS) income is required to be spent in the year in which it was awarded.

Specific operational funding and recovery of costs relate to income received from stakeholders to cover the costs of specific operational initiatives. Consequently, certain costs are recovered when the performance obligation is met at a transaction price agreed within a MOU or other agreement.

## **Income recognised under IFRS 15**

The performance obligation is satisfied when the goods or services are supplied, under the following income streams:

Income in relation to ARIS and civil recoveries applied to receivers' fees is recognised when it is awarded by court order.

For rental income and overhead recharges, the obligation is satisfied for income recognitions under IFRS 15 at the time the service is consumed.

PoCC accreditation fees are received in advance creating a contract liability. Income is recognised at a point in time when training is provided or on accreditation registration.

For all other streams, income is recognised as expenses are incurred to complete the obligation within the agreement between the parties on an accruals basis. Contract assets relate to the Agency's

right to consideration for work completed but not billed at the reporting date. Contract liabilities recognise receipt of cash for services where the performance obligation is not satisfied.

## **Income Streams not recognised under IFRS 15**

Income is received in the form of government grants from Devolved Administrations to allow a collaborative working relationship between the NCA and the Police Service of Northern Ireland, and the NCA and the Police Service of Scotland. Funding is recognised during the year it is received, accounted for under IAS 20 Accounting for Government Grants and taken through the SoCNE.

Donation of goods and services is a notional income stream offset by notional expenditure recognised in Note 4. The notional funding element is recognised in accordance with IAS 20.

### **c. Foreign currency**

Transactions denominated in foreign currency are converted into sterling at the rate of exchange ruling on the date of each transaction, except where rates have not fluctuated significantly, in which case an average rate for the month is used. All end of year balances are translated at the prevailing spot rate on 31 March 2025.

Monetary assets and liabilities denominated in foreign currency at the Statement of Financial Position date are translated at the rates ruling at that date. Any translation differences arising are taken to the SoCNE.

#### **d. Leases**

From 1 April 2022 the NCA has adopted IFRS 16, as interpreted and adapted in the FReM. In accordance with FReM, intra-UK government agreements, including memorandum of terms of occupation (MOTO) agreements, are treated as an enforceable contract and therefore within scope of IFRS 16 where they convey the right to use an asset.

Where a lease has been identified, NCA recognises a right-of-use asset and corresponding liability, except for short term leases and leases for which the underlying asset is of low value, set to the NCA's capitalisation threshold of £5,000. For such leases the lease payments are recognised as expenses on a straight line basis over the lease term.

NCA determines the lease term as the non-cancellable period of a lease combined with periods covered by an option to either:

- extend the lease where NCA are reasonably certain to exercise that option,
- terminate the lease where NCA are reasonably certain not to exercise the option

Where the interest rate implicit in a lease cannot be readily determined, NCA calculates the lease liability using the HM Treasury discount rate promulgated in PES papers as the incremental borrowing rate.

#### **e. Pensions reserve**

In accordance with government accounting guidance, actuarial gains or losses on pension scheme liabilities are recognised in the statement of changes in taxpayers' equity. The movement in gain or loss is shown in the Pensions reserve.

#### **f. Pension costs**

Employer contributions to the Principal Civil Service Pension Scheme are charged to the SoCNE as incurred at the relevant percentage of employees' pensionable pay as specified by the pension scheme administrators. The annual charge is designed to reflect the cost of pension benefits over the employees' service life.

The cost of providing unfunded pension benefits for former police officers is charged to the Net Expenditure account over the qualifying service life of the officer. The qualifying service for these pension benefits includes prior service with a police force in addition to service with the NCA, although no funding is received from the officer's previous employer in relation to this past service. The annual charge to the SoCNE is calculated so that the statement of financial

position provision reflects the proportion of the future pension liability relevant to accumulated qualifying service at the statement of financial position date. The police pension liability includes a provision for future injury awards. A payment to cover the net pension deficit is included in the NCA budget annually. The deficit is caused by expenditure on pensions exceeding contributions.

The Government Actuary's Department (GAD) has, in accordance with IAS 19, advised that any obligation that arises from other long-term employee benefits that depend on length of service needs to be recognised when service is rendered. As injury awards under the police scheme are dependent on service, GAD values the liability expected to arise due to injury awards in respect of service prior to the valuation date. GAD uses historic data from police authorities to determine the expected incidence and size of future injury awards.

In accordance with government accounting guidance, actuarial gains or losses on pension scheme liabilities are recognised in the statement of changes in taxpayers' equity. The movement in gain or loss is shown in the Pensions reserve.

#### **g. Value added tax (VAT)**

Most of the activities of the NCA are outside the scope of VAT and, in general, output tax does not apply and input tax is not recoverable. Input tax is

recovered in accordance with services listed in HM Treasury's Contracting-Out of Services Direction, which is provided for in Section 41(3) of the VAT Act 1994. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets. Where output tax is charged or input tax is recoverable, the amounts are stated net of VAT.

## **h. Critical accounting judgements and key sources of estimation uncertainty**

The preparation of financial statements requires management to make appropriate judgements and assumptions that affect the amounts reported for assets and liabilities for the year ending 31 March 2025, and for amounts reported for income and expenses during the relevant period.

Key accounting judgements and sources of estimation uncertainty relate to:

### **i. Provisions**

A provision is recognised when the Agency has a present legal or constructive obligation that has arisen as a result of a past event, when payment is probable and the amount can be estimated reliably. In determining the value to recognise as a provision in the accounts we use estimates provided by suitably qualified professionals.

## **ii. Police pension scheme and related schemes**

The GAD estimates the present value of the defined benefit liabilities. These are determined using the Projected Unit Credit Method (PUCM). Under the PUCM, the actuarial liability represents the present value of future benefit payments arising in respect of service prior to the valuation date.

## **i. Non-current assets**

Expenditure incurred by the NCA on the acquisition of capital assets or expenditure that adds to the value of existing assets is capitalised, provided that the assets give benefit to the NCA for a period of more than one year. Where appropriate, the NCA capitalises the cost of salaries directly attributed to developing the non-current assets as permitted within IAS 16.

Capital assets, both tangible and intangible, are assets that cost or are valued at or above a capitalisation threshold of £5,000, which is set by the NCA Board and with an expected working life of more than one year. Individual assets that cost less than £5,000 but are required to be grouped together to form one capital asset with a total value greater than £25,000 are capitalised. Technical equipment assets, the individual components of which cost less than £5,000 but which are non-consumable in nature, are also treated as capital assets.

Expenditure on the fit-out and works to leased property and buildings financed by operating leases

is capitalised as a tangible non-current asset if the works add to the value of the building. Fit-out costs can, where appropriate to capitalise the initial costs, include the costs of new furniture and equipment that individually cost less than £5,000, but collectively cost more than £25,000. Tangible non-current assets are carried at fair value for existing use.

The NCA proactively reviews the content of its Non-Current Asset Register (NCAR). All assets held on NCAR are subject to an annual verification exercise to include an impairment review. The NCA operates an Impairment Review Policy. An impairment review is carried out when there is an indication of impairment for any asset, or group of assets. Impairment costs are recognised in the SoCNE.

## **j. Depreciation and amortisation**

A full month's depreciation or amortisation is provided in the month following first use or availability for use and apportioned to the date of disposal. No depreciation is provided on assets under construction until they are brought into use or are available for use.

Depreciation or amortisation is provided on all non-current assets either in use or available for use on a straight-line basis to write-off the cost or valuation evenly over the asset's anticipated useful life, as follows:



<b>Asset type</b>	<b>Useful economic life</b>
Land and buildings	Land is not depreciated. Buildings are depreciated to their useful estimated residual value over the remainder of the buildings' estimated useful economic lives. The range of freehold buildings' lives at 31 March 2025 to 2050 was 1 to 30 years.
Improvements to leasehold buildings	The shorter of the duration of lease or anticipated useful economic life of improvements, subject to maximum period of 10 years.
Motor vehicles	3–9 years
Plant and equipment	5 years
Furniture and fittings	10 years
IT equipment and software	3–10 years
Intangible non-current assets – IT licences and software	5 years (or the duration of the licence)
Right-of-use asset	Duration of the lease or anticipated useful economic life of the right-of-use asset, where this is shorter.

Tangible assets are revalued annually and are reported at current cost.

## **k. Revaluation**

The NCA has a policy of revaluing its noncurrent assets (excluding freehold properties) annually by applying government-approved indices per asset type.

Freehold properties are subject to two-yearly professional revaluations. A full professional valuation was carried out by RICS Chartered Surveyors Avison Young, as at 31 March 2025. Property values have been updated to reflect this valuation. All freehold building assets are aligned to standard depreciation terms per building as determined by its remaining useful economic life.

Right-of-use assets are depreciated on a straight line basis over the associated lease term or estimated useful life where this is shorter. Impairment losses are charged in the same way as those arising on property, plant and equipment.

As permitted by FReM, right-of-use assets are subsequently measured using the cost model. This is because lease terms require the right-of-use asset to be updated for market conditions, for example, rent reviews. Moreover, right-of-use assets (the lease agreement) generally have shorter useful lives than their respective underlying assets, and FReM allows cost to be used as a proxy for assets with shorter economic lives or lower values.

As a result of the limited active market in specialised intangible assets, the NCA recognises

intangible assets at cost less amortisation, in accordance with IAS 38.

## **I. Provisions**

The legal provision assesses the likelihood, potential risk and value of legal actions against the NCA.

The provision incorporates estimates for both legal costs and compensation.

The retirement provision was created to provide for expected future pension obligations arising from the HM Treasury-approved exit scheme, which the NCA adopted in October 2010. The valuation, as advised by HM Treasury, includes a post-employment benefits real discount rate of 2.40%, which is applied to future years' cash flows with effect from 31 March 2025 (2.45% from 31 March 2024).

The dilapidation provision assesses and values expected dilapidation costs due when the NCA vacates a leased building. The provision is based on an estimated charge for the specific sites involved and allows for the reversal of any changes to the buildings made by the NCA and the costs of redecoration.

Dilapidation general provisions are measured at their present value using the discount rate provided by HM Treasury as per the table below:

<b>Nominal rates</b>	Short-term (1-5 years)	4.03%
	Medium-term (5-10 years)	4.07%
	Long-term (10+ years)	4.81%
<b>Inflation</b>	Year 1	2.60%
	Year 2	2.30%
	Into Perpetuity	2.00%

### **m. Contingent liabilities**

Contingent liabilities are disclosed in accordance with IAS 37 as applied or adapted for the public sector under the FReM. Additionally, the NCA complies with HM Treasury's 'Managing Public Money' guidance, and ensures that HM Treasury and Parliamentary approval are sought where appropriate.

### **n. Recovered assets**

The criminal confiscation, civil recovery and taxation provisions under the Proceeds of Crime Act 2002 (PoCA) are utilised by the NCA to deprive criminals of their illicit profits and assets. Consequently, proceeds from recovered assets are received and paid over to the Home Office. The NCA continues to participate in the incentivisation scheme whereby the NCA and referring law enforcement agencies receive a portion of the remittances, treated as income, as an incentive to build their asset recovery capacity.

Sale proceeds from recovered assets less allowable costs, including receivers' fees deducted, are paid to the Home Office.

The NCA manages bank accounts where recovered cash is deposited. Each yearend, the excess of civil recoveries over receivers' fees applied, net of any direct disposal costs, is paid over to the Home Office. For assets recovered through criminal and tax cases, the amounts are paid over quarterly.

Section 280 Subsection 3, of the Crime and Courts Act 2013 enables the Director General to meet the costs of an appointed interim receiver from sums received from civil recovery proceedings in a way that directly mirrors the provisions in criminal confiscation cases in Parts 2 and 4 of PoCA. The commencement date of the provision was 1 July 2005 and, thereafter, the costs of interim receivers and trustees were permitted to be offset against eventual case proceeds. Assets and cash held by the NCA on behalf of third parties in relation to these activities are not included in the NCA's accounts but are separately reported in Note 18.

## **o. Financial instruments**

The majority of the NCA's financial instruments are trade receivables and payables.

As the majority of the NCA's receivables are held with central government departments they are considered to be held at low credit risk.

The NCA operates a 30 day payment policy for all payables which are monitored on a monthly basis for

compliance. The NCA do not hold any long-term trade payables and all balances are shown at cost.

The NCA does not operate hedge accounting. Therefore, the specific requirements of IFRS 9 for hedging instruments do not apply.

**p. IFRS and other accounting changes that have been issued but are not yet effective**

IFRS 17 Insurance Contracts replaces IFRS 4 Insurance Contracts and is to be included in the FReM for mandatory implementation from 2025-26. It establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of this Standard.

IFRS 17 requires insurance contracts, including reinsurance contracts, to be recognised on the SoFP as the total of the fulfilment cashflows and the contractual service margin (CSM).

The fulfilment cashflows consist of the present value of future cash flows calculated using best estimate assumptions with an explicit risk adjustment for non-financial risk. The risk adjustment is released to the SoCNE as risk expires. The CSM is the unearned profit on insurance contracts and is released to the SoCNE over the insurance contract period as insurance services are provided. Where an insurance contract is onerous, it will have no CSM and the onerous element of the insurance contract will be recognised immediately in the SoCNE.

A review of NCA contracts has been undertaken with no insurance contracts identified and the Agency does not currently expect to be affected by this new standard.

IASB have issued an additional two new accounting standards: IFRS 18 'Presentation and Disclosure in Financial Statement' replaces IAS1, was published in April 2024 and IFRS 19 'Subsidiaries without Public Accountability: Disclosures' published in May 2024.

These two standards have not yet been endorsed by the UK Endorsement Board and for FReM bodies, they have not been considered by the Financial Reporting Board (FRAB). Public Sector implementation date is not yet confirmed.

It is too early for the Agency to assess the impact of these standards pending UK endorsement and FRAB consideration, NCA will consider the detailed implications for future years.

In December 2023 HM Treasury released an exposure draft on potential changes to make to valuing and accounting for non-investment assets (e.g. PPE, intangible assets). The following changes to the valuation and accounting of non-investment assets is to be included in the 2025-26 FReM for mandatory implementation:

References to assets being held for their ‘service potential’ and the terms ‘specialised/ non-specialised’ assets are being removed from the FReM. Non-investment assets are instead described as assets held for their ‘operational capacity’. This change has no impact on the valuation basis of non-investment assets, which remains Existing Use Value (EUV).

An adaptation to IAS 16 will be introduced to withdraw the requirement to revalue an asset where its fair value materially differs from its carrying value. Assets are now valued using one of the following processes:

- A quinquennial revaluation supplemented by annual indexation.
- A rolling programme of valuations over a 5-year cycle, with annual indexation applied to assets during the 4 intervening years.
- For non-property assets only, appropriate indices.
- In rare circumstances where an index is not available, a quinquennial revaluation
- supplemented by a desktop revaluation in year 3.

The option to measure intangible assets using the revaluation model is withdrawn. The carrying values of intangible assets at 31 March 2025 will be considered the historical cost at 1 April 2025.

The 2025-26 FReM will include new guidance on accounting for social benefits. The 2025-26 FReM will



define social benefits as current transfers received by households (including individuals) intended to provide for the needs that arise from certain events or circumstances, for example, sickness, unemployment, retirement, housing, education or family circumstance. It is too early for the Agency to fully assess the impact of this standard pending UK endorsement and FRAB consideration, however the impact is considered to be negligible and the NCA will consider the detailed implications for future years.

## 2. Statement of Operating Expenditure by Operating Segment

<b>2024-25 description of segment</b>	<b>Gross expenditure £000</b>	<b>Income £000</b>	<b>2024-25 Net expenditure £000</b>
Corporate Business Services	54,644	(18,245)	36,399
Corporate Finance	135,529	(21,330)	114,199
Digital, Data and Technology	122,234	(11,700)	110,534
Human Resources	34,203	(296)	33,907
Intelligence	168,817	(13,201)	155,616
Investigations	109,395	(15,769)	93,626
Integrated Protective Security	19,681	(13)	19,668
Legal	7,392	(6)	7,386
National Economic Crime Centre	27,366	(15,922)	11,444
Strategy	20,041	-	20,041
Threat Leadership	153,098	(75,485)	77,613
Transformation	55,551	(65,839)	(10,288)
<b>2024-25 Total</b>	<b>907,951</b>	<b>(237,806)</b>	<b>670,145</b>

As a result of the reporting line changes, 2023-24 totals have been restated in line with the 2024-25 structure. The 2023-24 restated comparatives are shown in the table below. Changes to segments are as a result of internal cost centre adjustments between reporting periods.

<b>2023-24 description of segment</b>	<b>Gross expenditure (Restated) £000</b>	<b>Income (Restated) £000</b>	<b>2023-24 Net expenditure (Restated) £000</b>
Corporate Business Services	47,681	(1,414)	46,267
Corporate Finance	126,045	(12,542)	113,503
Digital, Data and Technology	141,143	(20,854)	120,289
Human Resources	32,134	(696)	31,438
Intelligence	181,632	(10,905)	170,727
Investigations	113,932	(18,537)	95,395
Integrated Protective Security	14,457	(131)	14,326
Legal	7,039	(211)	6,828
National Economic Crime Centre	21,532	(9,627)	11,905
Strategy	15,510	-	15,510
Threat Leadership	113,294	(49,349)	63,945
Transformation	49,019	(82,225)	(33,206)
<b>2023-24 Total</b>	<b>863,418</b>	<b>(206,491)</b>	<b>656,927</b>

## **Description of segments**

The underlying factors in identifying the reportable segments are driven by budget allocations, departmental priorities and financial risks. This provides the Board with decision-making information based upon sound financial reporting. It enables the determination of resource spend by entity, departmental priority and operational activity.

No segmental data is shown for assets or liabilities, as many of these costs, such as depreciation, are posted to a central cost centre within Corporate Finance. Any analysis of assets and liabilities by cost centre would not provide meaningful data and so has not been included in these accounts.

## **Corporate Business Services**

Corporate Business Services comprises Finance, Commercial, Estates and Business Services (Fleet, Sustainability, Organisational Services and Business Management Team).

Corporate Business Services supports the NCA's operational activity by providing financial advice; maintenance of the NCA estate, including the delivery of the Agency's estates strategy by the Concordis Programme; and management of the NCA's fleet. The Commercial Department is responsible for ensuring that goods and services are purchased in a legal

and compliant manner, taking into consideration sustainability and environmental issues.

## **Corporate Finance**

Corporate Finance plan and prioritise our resource and capital expenditure, support our investment and capability strategy, provide analysis on value for money and evaluation of options for any investment opportunity, and ensure compliance with our statutory, regulatory and corporate governance duties.

Corporate Finance includes the NCA spend that is not command-specific (such as non-cash expenditure).

## **Digital, Data and Technology (DDaT)**

DDaT is responsible for creating a cutting-edge technology and information environment that connects, empowers and enhances our officers' capabilities to protect the public from serious and organised crime. This includes horizon scanning and innovation to tackle emerging threats and exploit opportunities alongside designing, operating and enhancing our data and technology services to support our performance ambitions.

## **Human Resources (HR)**

The NCA HR Function delivers HR services including learning, development and talent, HR strategy and insights, workforce planning, recruitment and candidate engagement, pay and reward, HR

Policy, health and safety, occupational health and psychological services, complex casework, and diversity and inclusion.

## **Intelligence**

The NCA Intelligence Command collects and exploits intelligence and data for the purpose of generating opportunities to disrupt serious and organised crime.

It aims to achieve this by putting intelligence at the heart of the NCA and looking for new opportunities in intelligence collection. It works to develop new and enhance traditional capabilities to increase the quantity and quality of intelligence available to exploit, both in the UK and abroad.

## **Investigations**

The NCA Investigations Command's aim is to protect the public from the most serious threats by disrupting and bringing to justice those serious and organised crime offenders who present the highest risk to the UK.

## **Integrated Protective Security (IPS)**

The IPS Command's aim is to strengthen the ability to prevent, detect and investigate security incidents to secure the NCA, and to protect the public.

The Vetting Team deliver National Security Vetting (NSV) clearances for both directly employed new recruits and non-directly employed staff. The team

also uplift security clearances where necessary and review clearances of existing staff. The team is responsible for the vetting aftercare for all officers with NCA Enhanced clearance.

## **Legal**

NCA Legal supports the Agency in protecting the public from serious and organised crime by advising on all aspects of the NCA's work, including both operational activity and enabling capabilities. It also conducts litigation on behalf of the Agency, both in defending claims brought against it, and by recovering the proceeds of crime and obtaining civil orders. As well as a business support team, it has five separate teams of lawyers and support staff: data and operational advisory; civil litigation; commercial and employment; financial disruptions litigation; and alternative disruptions litigation.

## **National Economic Crime Centre (NECC)**

The NECC aims to enhance the UK response to fraud and illicit finance, including wealth linked to corrupt elites by leading across the whole serious and organised crime system. This command is linked to the Threat Leadership Command in that the NECC conducts threat leadership for economic crime.

The UKFIU and SARs also fall under this command. The ongoing SARs reform programme is designed to transform the current system used to report

SARs, and to analyse and act on these reports. The programme aims to increase the number of disruptions against criminals by improving the quality of SARs reporting and increasing the utilisation of this data.

## **Strategy**

The Strategy Command is responsible for the strategic direction of the Agency and supports the governance and accountability functions of the NCA on behalf of the NCA Board and Command Team. We are tasked with increasing the strategic influence and visibility of the Agency across HM Government, and with key domestic and international partners, the public and the media.

The Command also delivers the development of the Agency Operating Model. These ensure that change is structured and prioritised to enable the NCA to maximise its crime-fighting capabilities in alignment with its objectives.

## **Threat Leadership**

The Threat Leadership command drives the national response to the serious and organised crime threat, with the exception of economic crime and fraud.

The command works with partners inside the NCA and externally to set the strategic direction, facilitate effective delivery of the response and ensure that we understand the impact of our activity.



Threat Leadership tackles threats including CSA, MSHT, OIC, border vulnerabilities, firearms and drugs threats, and the National Cyber Crime Unit (NCCU).

## **Transformation**

The Transformation command is responsible for the management and delivery of cross Agency transformational activity that enables the NCA to deliver against its strategic objectives and maximise value from its investments.

The command is responsible for integrating operational and business stakeholders across the Agency to identify the impacts of change and develop plans to deliver successful adoption of change and realisation of benefits. It also facilitates greater alignment between different operational programmes.

## 3. Staff Costs

	2024-25 £000	2023-24 £000
Wages and salaries	327,013	299,204
Pension costs	83,309	68,078
Social security costs	33,137	29,729
Current service cost net of employee contributions	790	1,010
Less recoveries in respect of outward secondments	(1,187)	(946)
<b>Total Staff Costs</b>	<b>443,062</b>	<b>397,075</b>

Further analysis of staff costs can be found in the Staff Report on page 150.

### 3 a) Police Pension Scheme

The NCA operates a defined benefit Police Pension Scheme for former police officers.

The Police Pension Fund was established under the Police Pension Fund Regulations 2007 (SI 2007/1932).

As part of the scheme, the NCA accepted liability for payment of the pension benefits in respect of the officers' past service with a police force, although no transfer values were payable from a former employer in respect of this liability, as well as their pensionable service whilst employed by the NCA.

Pension benefits were paid from the NCA resources as they fell due. In the year ending 31 March 2025, £31.33m was paid to pensioners (2023-24: £31.47m).

Officers in the 1987 pension scheme make contributions of 14.25% to 15.05% of salary (according to salary threshold), those joining the 2006 scheme pay 11.00% to 12.75% and those in the 2015 scheme pay 12.44% to 13.78%. The schemes have different accrual rates and retirement ages. Pensions paid in the reporting period were charged against the pension liability. The NCA incurred the cost of employer contributions in the reporting period totalling £2.41m (2023-24: £1.9m). The employee's contribution is set nationally by the Home Office and is subject to revaluation by GAD during 2024-25.

In order to comply with the Government Financial Reporting Manual and Accounts Guidance, the NCA was required to provide in these accounts for the full value of the expected future pensions liabilities of the officers. Since 2010–11 GAD has valued contingent injury awards in accordance with IAS 19. The NCA commissioned GAD to value the scheme liabilities as at 31 March 2025. The full provision for pension liabilities at 31 March 2025 of £669.87m (2023-24: £664.02m) is based on the assumptions and information set out below.

## Pension liabilities

	2024-25 £000	2023-24 £000
Present value of liabilities	669,871	664,021
<b>Net pension liabilities</b>	<b>669,871</b>	<b>664,021</b>

The main assumptions used by the GAD were as follows:	2024-25 % pa	2023-24 % pa
Discount rate	5.15	5.10
Inflation assumption	2.65	2.55
Rate of increase in salaries	3.40	3.55
Rate of increase in pensions	2.65	2.55
Rate of CARE revaluation	3.90	3.80

The net scheme assets at 31 March 2025 are as follows:

Re-measurements of net defined liability/ (asset) for the year	2024-25 £000	2023-24 £000
<b>Direct Recruits Scheme</b>		
Experience (losses)/gains	680	(29,210)
Effect of changes in demographic and financial assumptions	(3,030)	78,560
<b>Re-measurements of net defined liability</b>	<b>(2,350)</b>	<b>49,350</b>

The re-measurement of net defined (liability)/asset calculated by the GAD has been reflected in the statement of financial position (pension reserve).

The results of any actuarial valuation are inherently uncertain because of the assumptions that must be made. In recognition of this uncertainty, the approximate effects on the actuarial liability as at 31 March 2025 of changes to the main actuarial assumptions are set out below:

## Change in assumptions

	Approximate effect on total liability	
	%	£000
<b>Rate of Return</b>		
i. Rate of discounting scheme liabilities: +0.5% a year	(6.5)	(45,000)
ii. Rate of increase in salaries: +0.5% a year	0.0	1,000
iii. Rate of increase in pensions/deferred revaluation: +0.5% a year	7.0	48,000
<b>Pensioner mortality</b>		
iv. Life expectancy: Pensioners living (on average) one year longer	2.0	13,000

The change in the pension liabilities resulting from operating and finance costs have been charged to the SoCNE. This charge is reduced by the contributions receivable in the year from the active members.

## Changes in pension assets and liabilities for the year by scheme:

	2024-25 Total £000	2023-24 Total £000
<b>Operating cost:</b>		
Current service cost net of employee contributions	790	1,010
<b>Finance cost:</b>		
Interest on pension liabilities	33,120	29,020
<b>Net Return</b>	<b>33,910</b>	<b>30,030</b>
<b>Actuarial gain/(loss)</b>		
Experience loss on pension liabilities	680	(29,210)
Changes in demographic & financial assumptions	(3,030)	78,560
<b>Total Actuarial Loss charged to Pension Reserve</b>	<b>(2,350)</b>	<b>49,350</b>

## Movement in pension liabilities during the year

	2024-25 Total £000	2023-24 Total £000
Net liabilities at start of year	664,021	713,981
Current and past service cost	1,710	1,840
Pensions paid in the year	(31,330)	(31,470)
Pension transfers-in	-	-
Net finance charge	33,120	29,020
Re-measurement of the net defined benefit liability	2,350	(49,350)
<b>Net liabilities at end of year</b>	<b>669,871</b>	<b>664,021</b>

## Service cost

	2024-25 Total £000	2023-24 Total £000
Current service cost (net of employee contributions)	790	1,010
Costs covered by employee contributions	920	830
Past service cost	-	-
<b>Total Service Costs</b>	<b>1,710</b>	<b>1,840</b>

## 4. Expenditure

	2024-25 Total £000	2023-24 Total £000
IT and communications	133,632	132,719
Supplies and services	48,083	55,976
Other operational costs	45,213	49,274
Estate	33,276	30,576
Travel and subsistence	16,741	18,637
Transport	9,029	9,017
Research and development expenditure	7,612	14,216
Training and recruitment	7,310	8,969
Legal costs	5,492	3,443
Capital grant expenditure	4,111	6,197
Conferences and hospitality	1,754	2,253
Loss/(gain) on disposal of non-current assets	312	(165)
Non-current assets write off	304	559
	<b>312,869</b>	<b>331,671</b>
<b>Non-cash items:</b>		
Interest on lease liabilities	1,727	1,019
Non-Pay provision expenses	(781)	529
Revaluation loss on non-current assets	1,439	-
Auditor's remuneration and expenses*	169	161
<b>Other operating expenditure</b>	<b>315,423</b>	<b>333,380</b>
Depreciation and amortisation	95,268	85,131
Depreciation right-of-use assets	20,587	18,812
Impairment	491	-
<b>Total expenditure</b>	<b>431,769</b>	<b>437,323</b>

\*No remuneration was paid to the NAO for non-audit work.



## 5. Income

	2024-25 Total £000	2023-24 Total £000
<b>Revenue from contracts with customers:</b>		
Specific operational funding	198,008	172,962
Assets Recovery Incentivisation Scheme (ARIS)	7,675	6,128
Recovery costs from public bodies	7,487	10,625
Overhead recharge	5,412	5,540
Other revenue from contracts with customers	1,898	2,670
Rental income	565	622
	<b>221,045</b>	<b>198,547</b>
<b>Other operating income:</b>		
Donations and other operating income*	10,158	1,341
Police Service of Scotland	5,212	5,212
Police Service of Northern Ireland	1,391	1,391
	<b>16,761</b>	<b>7,944</b>
<b>Total Income</b>	<b>237,806</b>	<b>206,491</b>

\* £7.16m relates to a Home Office donated asset, transferred at nil cost to the NCA.

## 6. Property, plant and equipment

	Buildings	Land	Improvements to leasehold buildings	Motor vehicles	IT hardware	Plant and machinery	Furniture and fittings	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Cost or valuation</b>									
<b>At 1 April 2024</b>	<b>35,050</b>	<b>8,350</b>	<b>62,413</b>	<b>63,585</b>	<b>168,088</b>	<b>28,054</b>	<b>6,264</b>	<b>33,375</b>	<b>405,179</b>
Additions	2,996	-	4,089	1,496	11,978	6,983	79	60,667	88,288
Disposals	-	-	(6,731)	(9,250)	(68,231)	(1,080)	(348)	-	(85,640)
Impairments and write offs	-	-	-	(456)	(54)	(517)	-	-	(1,027)
Transfers and Reclassifications	-	-	1,166	2,904	4,223	1,258	-	(9,551)	-
Revaluations	(1,491)	(1,650)	1,961	1,301	413	228	66	-	828
<b>At 31 March 2025</b>	<b>36,555</b>	<b>6,700</b>	<b>62,898</b>	<b>59,580</b>	<b>116,417</b>	<b>34,926</b>	<b>6,061</b>	<b>84,491</b>	<b>407,628</b>
<b>Depreciation</b>									
<b>At 1 April 2024</b>	<b>(24,361)</b>	<b>-</b>	<b>(42,165)</b>	<b>(34,464)</b>	<b>(116,548)</b>	<b>(10,660)</b>	<b>(3,612)</b>	<b>-</b>	<b>(231,810)</b>
Charge in year	(824)	-	(7,671)	(7,765)	(19,919)	(5,341)	(592)	-	(42,112)
Disposals	-	-	6,731	8,018	68,230	1,080	335	-	84,394

	Buildings	Land	Improvements to leasehold buildings	Motor vehicles	IT hardware	Plant and machinery	Furniture and fittings	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Impairments and write off's	-	-	-	178	-	215	-	-	393
Transfers and Reclassifications	-	-	-	-	-	-	-	-	-
Revaluation	(90)	-	(1,385)	(606)	(254)	(115)	(41)	-	(2,491)
<b>At 31 March 2025</b>	<b>(25,275)</b>	<b>-</b>	<b>(44,490)</b>	<b>(34,639)</b>	<b>(68,491)</b>	<b>(14,821)</b>	<b>(3,910)</b>	<b>-</b>	<b>(191,626)</b>
Carrying amount at 31 March 2024	10,689	8,350	20,248	29,121	51,540	17,394	2,652	33,375	173,369
<b>Net book value at 31 March 2025</b>	<b>11,280</b>	<b>6,700</b>	<b>18,408</b>	<b>24,941</b>	<b>47,926</b>	<b>20,105</b>	<b>2,151</b>	<b>84,491</b>	<b>216,002</b>

All property, plant and equipment were owned by the NCA.

	Buildings	Land	Improvements to leasehold buildings	Motor vehicles	IT hardware	Plant and machinery	Furniture and fittings	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Cost or valuation</b>									
<b>At 1 April 2023</b>	<b>33,227</b>	<b>8,350</b>	<b>58,204</b>	<b>63,063</b>	<b>178,231</b>	<b>30,427</b>	<b>6,473</b>	<b>7,173</b>	<b>385,148</b>
Additions	1,823	-	4,630	4,900	8,257	3,724	85	29,801	53,220
Disposals	-	-	(1,526)	(5,284)	(22,103)	(5,416)	(500)	-	(34,829)
Impairments and write off's	-	-	-	-	-	(1,414)	-	-	(1,414)
Transfers and									
Reclassifications	-	-	41	555	2,753	250	-	(3,599)	-
Revaluations	-	-	1,064	351	950	483	206	-	3,054
<b>At 31 March 2024</b>	<b>35,050</b>	<b>8,350</b>	<b>62,413</b>	<b>63,585</b>	<b>168,088</b>	<b>28,054</b>	<b>6,264</b>	<b>33,375</b>	<b>405,179</b>
Depreciation									
<b>At 1 April 2023</b>	<b>(23,727)</b>	<b>-</b>	<b>(35,485)</b>	<b>(31,664)</b>	<b>(115,339)</b>	<b>(12,221)</b>	<b>(3,395)</b>	<b>-</b>	<b>(221,831)</b>
Charge in year	(634)	-	(7,515)	(7,355)	(22,806)	(4,823)	(603)	-	(43,736)
Disposals	-	-	1,526	4,675	22,103	5,416	501	-	34,221
Impairments and write off's	-	-	-	-	-	1,165	-	-	1,165

	Buildings	Land	Improvements to leasehold buildings	Motor vehicles	IT hardware	Plant and machinery	Furniture and fittings	Payments on account and assets under construction	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Transfers and Reclassifications	-	-	-	-	-	-	-	-	-
Revaluation	-	-	(691)	(120)	(506)	(197)	(115)	-	(1,629)
<b>At 31 March 2024</b>	<b>(24,361)</b>	<b>-</b>	<b>(42,165)</b>	<b>(34,464)</b>	<b>(116,548)</b>	<b>(10,660)</b>	<b>(3,612)</b>	<b>-</b>	<b>(231,810)</b>
Carrying amount at 31 March 2023	9,500	8,350	22,719	31,399	62,892	18,206	3,078	7,173	163,317
<b>Net book value at 31 March 2024</b>	<b>10,689</b>	<b>8,350</b>	<b>20,248</b>	<b>29,121</b>	<b>51,540</b>	<b>17,394</b>	<b>2,652</b>	<b>33,375</b>	<b>173,369</b>

All property, plant and equipment were owned by the NCA.

## 7. Intangible assets

	<b>Purchased software £000</b>	<b>Payments on account and assets under construction £000</b>	<b>Total £000</b>
<b><i>Cost or valuation</i></b>			
<b>At 1 April 2024</b>	<b>281,010</b>	<b>38,993</b>	<b>320,003</b>
Additions	67,114	22,747	89,861
Disposals	(20,818)	-	(20,818)
Impairments	(645)	-	(645)
Transfers and Reclassifications	13,553	(13,553)	-
<b>At 31 March 2025</b>	<b>340,214</b>	<b>48,187</b>	<b>388,401</b>
<b><i>Amortisation</i></b>			
<b>At 1 April 2024</b>	<b>(108,695)</b>	<b>-</b>	<b>(108,695)</b>
Charged in year	(53,156)	-	(53,156)
Disposals	20,725	-	20,725
Impairments	484	-	484
Transfers and Reclassifications	-	-	-
<b>At 31 March 2025</b>	<b>(140,642)</b>	<b>-</b>	<b>(140,642)</b>
Carrying amount at 31 March 2024	172,315	38,993	211,308
<b>Carrying amount at 31 March 2025</b>	<b>199,572</b>	<b>48,187</b>	<b>247,759</b>

All intangible assets were owned by the NCA.

	<b>Purchased software £000</b>	<b>Payments on account and assets under construction £000</b>	<b>Total £000</b>
<b><i>Cost or valuation</i></b>			
<b>At 1 April 2023</b>	<b>232,476</b>	<b>27,459</b>	<b>259,935</b>
Additions	55,068	31,421	86,489
Disposals	(25,873)	-	(25,873)
Impairments	(548)	-	(548)
Transfers and Reclassifications	19,887	(19,887)	-
<b>At 31 March 2024</b>	<b>281,010</b>	<b>38,993</b>	<b>320,003</b>
<b><i>Amortisation</i></b>			
<b>At 1 April 2023</b>	<b>(93,411)</b>	<b>-</b>	<b>(93,411)</b>
Charged in year	(41,395)	-	(41,395)
Disposals	25,873	-	25,873
Impairments	238	-	238
Transfers and Reclassifications	-	-	-
<b>At 31 March 2024</b>	<b>(108,695)</b>	<b>-</b>	<b>(108,695)</b>
Carrying amount at 31 March 2023	139,065	27,459	166,524
<b>Carrying amount at 31 March 2024</b>	<b>172,315</b>	<b>38,993</b>	<b>211,308</b>

## 8.1 Right-of-use assets

	Buildings £000	Motor vehicles £000	Total £000
<i>Cost or valuation</i>			
<b>At 1 April 2024</b>	<b>128,931</b>	<b>4,288</b>	<b>133,219</b>
Additions	9,619	-	9,619
Disposals	(154)	(968)	(1,122)
<b>At 31 March 2025</b>	<b>138,396</b>	<b>3,320</b>	<b>141,716</b>
<i>Amortisation</i>			
<b>At 1 April 2024</b>	<b>(33,865)</b>	<b>(963)</b>	<b>(34,828)</b>
Charge in year	(19,519)	(1,068)	(20,587)
Disposals	154	503	657
<b>At 31 March 2025</b>	<b>(53,230)</b>	<b>(1,528)</b>	<b>(54,758)</b>
Carrying amount at 31 March 2024	95,066	3,325	98,391
<b>Carrying amount at 31 March 2025</b>	<b>85,166</b>	<b>1,792</b>	<b>86,958</b>



	<b>Buildings £000</b>	<b>Motor vehicles £000</b>	<b>Total £000</b>
<b><i>Cost or valuation</i></b>			
<b>At 1 April 2023</b>	<b>92,095</b>	<b>1,704</b>	<b>93,799</b>
Additions	36,836	2,787	39,623
Disposals	-	(203)	(203)
<b>At 31 March 2024</b>	<b>128,931</b>	<b>4,288</b>	<b>133,219</b>
<b><i>Amortisation</i></b>			
<b>At 1 April 2023</b>	<b>(15,993)</b>	<b>(49)</b>	<b>(16,042)</b>
Charge in year	(17,872)	(940)	(18,812)
Disposals	-	26	26
<b>At 31 March 2024</b>	<b>(33,865)</b>	<b>(963)</b>	<b>(34,828)</b>
Carrying amount at 31 March 2023	76,102	1,655	77,757
<b>Carrying amount at 31 March 2024</b>	<b>95,066</b>	<b>3,325</b>	<b>98,391</b>

## 8.2 Lease liabilities

	<b>Buildings</b>	<b>Motor</b>	<b>Total</b>	<b>Total</b>
	<b>2024-25</b>	<b>Vehicles</b>	<b>2024-25</b>	<b>2023-24</b>
	<b>£000</b>	<b>2024-25</b>	<b>£000</b>	<b>£000</b>
		<b>£000</b>		

***Obligations under right of use leases comprise:***

Not later than one year	15,128	797	15,925	19,340
Later than one year and not later than 5 years	37,488	700	38,188	43,263
Later than 5 years	44,578	-	44,578	43,555
	<b>97,194</b>	<b>1,497</b>	<b>98,691</b>	<b>106,158</b>
Less interest element	(13,256)	(106)	(13,362)	(12,085)
<b>Present value of obligation</b>	<b>83,938</b>	<b>1,391</b>	<b>85,329</b>	<b>94,073</b>

	<b>Buildings</b>	<b>Motor</b>	<b>Total</b>	<b>Total</b>
	<b>2024-25</b>	<b>Vehicles</b>	<b>2024-25</b>	<b>2023-24</b>
	<b>£000</b>	<b>2024-25</b>	<b>£000</b>	<b>£000</b>
		<b>£000</b>		
Interest expense	(1,608)	(119)	(1,727)	(1,019)
Repayment of principal on leases	18,340	1,392	19,732	20,154
<b>Total cash payments in respect of leases</b>	<b>16,732</b>	<b>1,273</b>	<b>18,005</b>	<b>19,135</b>

## 9. Financial instruments

As the cash requirements of the NCA are met through the estimates process, financial instruments play a more limited role in creating and managing risk than they would apply to a non-public sector body of a similar size. The majority of financial instruments relate to contracts for non-financial items in line with the NCA's expected purchase and usage requirements and the NCA is therefore usually exposed to little credit, liquidity or market risk.

## 10. Cash and cash equivalents

	2024-25 £000	2023-24 £000
Balance at 1 April 2024	35,645	20,436
Net change in cash and cash equivalents balances	(17,634)	15,209
<b>Balance at 31 March 2025</b>	<b>18,011</b>	<b>35,645</b>

The following balances at 31 March 2025 were held at:

Commercial banks and cash in hand	6,004	6,281
Balance held with Government Banking Service	12,007	29,364
<b>Balance at 31 March 2025</b>	<b>18,011</b>	<b>35,645</b>

The NCA operated a number of bank accounts and cash imprest accounts during the year. The Agency does not draw down funds from HM Treasury in advance of need.

The UK accounts operated some commercial accounts under a pooling arrangement that allowed some accounts to be overdrawn, as long as the main NCA account was in credit to cover the overdrawn balances. Cash and cash equivalent balances held at 31 March 2025 were converted to sterling at the prevailing spot rate.

Bank interest of less than £1,000 was received during the year on bank balances (2023-24: less than £1,000).

## 11. Trade receivables, financial and other assets

	2024-25 £000	2023-24 £000
<b>Amounts falling due within one year:</b>		
Contract assets*	130,150	80,864
Prepayments	22,290	29,578
Trade receivables	13,096	7,698
Other receivables	2,955	2,523
	<b>168,491</b>	<b>120,663</b>

\*Accrued income is shown within Contract Assets in accordance with IFRS 15 Revenue from contracts with customers.

## 12. Trade payables and other current liabilities

	2024-25	2023-24
	£000	£000
<b>Amounts falling due within one year:</b>		
Accruals	80,385	70,638
Trade Payables	18,506	22,422
Amounts issued from the Consolidated Fund for supply but not spent at year end	18,011	35,645
Other tax and social security	17,252	16,153
IFRS 16 lease liability	15,925	19,340
Other payables	2,416	2,200
Contract Liabilities	1,063	1,402
	<b>153,558</b>	<b>167,800</b>
<b>Amounts falling due after more than one year:</b>		
IFRS 16 lease liability	69,404	74,733
	<b>69,404</b>	<b>74,733</b>

## 13. Provisions for liabilities and charges

	Legal provision £000	Retirement provision £000	Dilapidation provision £000	2024-25 Total provision £000	2023-24 Total provision £000
<b>Balance at 1 April 2024</b>	<b>2,098</b>	<b>2,920</b>	<b>11,710</b>	<b>16,728</b>	<b>14,580</b>
Provided in the year	1,579	-	117	1,696	2,131
Provisions not required written back *	(798)	-	(570)	(1,368)	(115)
Provisions utilised in the year **	(932)	(192)	(153)	(1,277)	(313)
Borrowing costs (unwinding of discounts)	-	314	92	406	445
<b>Balance at 31 March 2025</b>	<b>1,947</b>	<b>3,042</b>	<b>11,196</b>	<b>16,185</b>	<b>16,728</b>

\*Provisions not required written back is a credit to AME. This occurs when the provision is reviewed and confirmed to be overstated.

\*\*Provisions utilised in the year are a charge to DEL and reflect expenditure incurred that offset in part or in total the original provision.

## 13.1 Analysis of expected timing of discounted flows

The provisions are anticipated to crystallise as follows:

	<b>Legal provision £000</b>	<b>Retirement provision £000</b>	<b>Dilapidations provision £000</b>	<b>Total 2024-25 provision £000</b>	<b>Total 2023-24 provision £000</b>
Not later than one year	1,947	187	569	2,703	3,018
Later than one year and not later than 5 years	-	706	4,719	5,425	5,886
Later than 5 years	-	2,149	5,908	8,057	7,824
<b>Balance at 31 March 2025</b>	<b>1,947</b>	<b>3,042</b>	<b>11,196</b>	<b>16,185</b>	<b>16,728</b>



## **14. Contingent liabilities and indemnities**

### **Contingent Liabilities**

The NCA had a small number of claims from employees, members of the public and suppliers that could result in compensation payments being made upon tribunal or court judgment or settlement. The probability of the claims being successful is considered less than 50%.

Contingent liabilities were entered into in relation to the construction of the new London headquarters. The likelihood of them being called upon is considered less than 50%.

### **Indemnities**

The NCA previously had in place a Departmental Minute dated March 2015 providing the NCA with authorisation to enter into indemnities of specific types and values. In 2022-23, the Accounting Officer was delegated authority from HMT to enter into indemnities up to £3m with no more than £50m in total at any one time.

Controls are in place to ensure indemnities do not exceed the £50m limit. All indemnities in place are considered as within the NCA's business as usual activity.

## Indemnities in place as at 31 March 2025:

<b>Firearms Indemnities</b>	<b>2024-25</b>	<b>2023-24</b>
Agreements entered into with suppliers during the year	10	9
Maximum value at any one time	£21.00m	£25.00m

There were 4 indemnities in place with firearms training establishments on 31 March 2025 (2023-24: 4).

<b>Other indemnities:</b>	<b>2024-25</b>		<b>2023-24</b>	
	<b>Number</b>	<b>Value</b>	<b>Number</b>	<b>Value</b>
Indemnities with clearing banks	6	£2.55m	7	£2.32m
Operational Indemnities	7	£3.04m	11	£7.25m
PF78 indemnities*	-	-	5	£0.13m

\*A PF78 (solicitor's undertaking as to expenses) occurred in circumstances where a person, by dint of their age or capacity, was unable to defend their own interests. In these cases, the court would direct that their interests were independently represented by the office of the Official Solicitor. In such circumstances, the NCA was requested by the court to provide an undertaking to indemnify the Official Solicitor's reasonable costs.

One indemnity was entered into in 2023-24 in relation to construction work carried out at the new London head-quarter site.

No indemnities were called upon during the year.

## 15. Leases

### Commitments under leases

The NCA was committed to pay for the following operating lease rentals in future financial years:

	2024-25 £000	2023-24 £000
<i>Obligations under operating leases comprise:</i>		
Buildings:		
Not later than one year	80	80
Later than one year and not later than 5 years	319	319
Later than 5 years	7,344	7,423
	<b>7,743</b>	<b>7,822</b>

## 16. Other financial commitments

The NCA has entered into non-cancellable contracts for the provision of information technology, communication services and facilities management. The payments to which the NCA is committed are as follows:

	2024-25 £000	2023-24 £000
Other financial commitments:		
Not later than one year	20,520	31,120
Later than one year and not later than five years	11,684	19,306
Later than five years	-	-
<b>Total</b>	<b>32,204</b>	<b>50,426</b>

## 17. Related-party transactions

The NCA undertook a number of transactions with government departments and other government bodies during the year, including the Home Office and the Cabinet Office, with whom the Agency works closely.

The Remuneration Report provides information on key management compensation. No Minister, board member, key manager or other related party has undertaken any material transactions with the NCA during the year.

## 18. Third-party assets

Seized property is property appropriated by the NCA and other law enforcement bodies but which may still be liable to be returned. Seized property held by the NCA as at 31 March 2025 consisted of £40.13m (2023-24: £45.56m) in cash, motor vehicles, cryptocurrency and other valuables suspected of being derived from criminal activity.

These are not the NCA's assets and are not included in the financial statements of the NCA:

	2024-25 £000	2023-24 £000
Third party assets:		
Monies	30,440	35,244
Physical assets	2,290	4,061
Cryptocurrency*	7,402	6,256
<b>Total</b>	<b>40,132</b>	<b>45,561</b>

\*Cryptocurrency is valued using a Coinbase rate of exchange available on 31 March 2025. By its nature, the value of cryptocurrency is highly volatile and subject to unpredictable valuation movements.

## 19. Recovered assets

The NCA currently manages bank accounts in which recovered assets are deposited. At each financial year-end, the excess of civil recoveries over receivers' fees applied, net of any direct disposal costs, is paid over to the Home Office. For assets recovered through Criminal and Tax cases the amounts are paid over quarterly. The figures presented below are net of direct costs.

	2024-25 £000	2023-24 £000
Recovered assets receipts		
- Civil	5,257	4,046
- Criminal	-	-
- Tax	467	440
	<b>5,724</b>	<b>4,486</b>
Recovered assets receipts		
Asset recoveries applied against receivers' fees	-	-
<b>Net recovered receipts</b>	<b>5,724</b>	<b>4,486</b>
Receipts paid to the Home Office during the year	(4,440)	(3,747)
<b>Recovered asset proceeds held at 31 March</b>	<b>1,284</b>	<b>739</b>
<b>Recovered asset held by NCA in civil bank accounts as at 31 March</b>	<b>250,334</b>	<b>238,160</b>

The NCA pays to the Home office, quarterly in arrears, recovered asset receipts net of estimated receivership and enforcement costs. A final payment for £1.28m is due from the monies held in the separately identified third party bank accounts was paid to the Home office in June 2025. The remaining civil receipts of £250.33m held in the Civil third party bank accounts is related to two operations. Operation AGADE and Operation LOBULOSE.

Operation AGADE is a civil recovery investigation into funds held by Barclays Bank. Following information received from Barclays Bank in relation to funds held in various suspense/sundry accounts believed to be the proceeds of crime, mainly fraud, Barclays have worked in cooperation with the NCA to allow for the recovery of the funds in the related suspense accounts. On 25 November 2022, following an uncontested hearing at the High Court, the NCA obtained a Recovery Order in relation to the £53.90m held in the suspense accounts at Barclays Bank. There was an agreed £4m held to pay any victim claims. The period for submission of victim claims has now ended with £1.72m remaining.

Operation LOBULOSE is a civil recovery investigation acting under a request from the US Department of Justice (DOJ). The US DOJ are pursuing assets which are believed to be or represent the proceeds of the multi-billion Malaysian Development Board (1MDB) fraud against the Malaysian Government. As part of the US request, a Prohibition Order was applied for in respect to the £200m plus funds held by the High Court in London.

The application for the Prohibition Order was heard in February 2022 and the Order granted by the High Court in April 2022. However, there was delay in transferring these funds to the NCA because of an application by the defence for permission to appeal and various applications to vary the Prohibition Order. The defence application for permission to appeal was refused and only limited legal exclusions for the defendants were granted by the High Court. On the 8 February 2023 the NCA received a transfer from the High Court Funds Office of £228.56m into a segregated funds account, to be managed by the NCA Trustee, pending a result in the civil forfeiture proceedings in the US. The balance held at 31 March 2025 is £248.61m, which includes court order costs and interest of £20.13m.

The civil and tax figures quoted above differ from the NCA's reported performance against the Home Office civil and tax recovery target in the annual report as a result of the deduction of allowable costs and cases under appeal in the above figures.

There are no Criminal receipts to date in this financial year. The criminal receipts figure quoted above relates to the NCA's ongoing responsibility to enforce payment against criminal confiscation orders obtained in previous years by the Asset Recovery Agency (ARA) or where the NCA has obtained a confiscation order in connection with an investigation commenced by the ARA.



## 20. Forfeiture and confiscation orders

Receipts paid to the Home Office during the year in fulfilment of cash forfeiture orders obtained in the period ended 31 March 2025 and previous years are set out below. It should be noted that the time-lag created by the 30-day appeal period which follows all cash forfeiture orders and the normal business delays in processing forfeited cash through to the Home Office means that the amount paid to the Home Office in any given financial year will not correspond precisely to the stated value of new cash forfeiture orders obtained over the same period.

	2024-25 £000	2023-24 £000
Forfeiture and confiscation monies paid over	10,687	8,196

## **21. Events after the reporting period**

In accordance with the requirements of IAS 10 Events After the Reporting Period, post-Statement of Financial Position events are considered up to the date on which the accounts are authorised for issue by Graeme Biggar (Accounting Officer) on 18 July 2025.

# **Annex A- Regulatory reporting**

## **Core tables**

The following tables have been produced to support the NCA Annual Report and Accounts. They are designed to allow users to review financial performance over previous periods. These tables are consistent in their presentation across Government Departments and allow users to make comparisons.

## Table 1: Total departmental spending

	2020-21 Outturn £000	2021-22 Outturn £000	2022-23 Outturn £000	2023-24 Outturn £000	2024-25 Outturn £000
<b>Resource DEL</b>					
NCA	498,230	503,420	621,270	667,827	698,082
<b>Total Resource DEL</b>	<b>498,230</b>	<b>503,420</b>	<b>621,270</b>	<b>667,827</b>	<b>698,082</b>
of which:					
Pay	333,782	350,491	359,740	397,075	443,062
Depreciation	64,195	55,468	86,047	103,943	116,346
<b>Resource AME</b>					
NCA	21,571	13,850	18,036	29,125	32,405
<b>Total Resource AME</b>	<b>21,571</b>	<b>13,850</b>	<b>18,036</b>	<b>29,125</b>	<b>32,405</b>
<b>Total Resource Outturn</b>	<b>519,801</b>	<b>517,270</b>	<b>639,306</b>	<b>696,952</b>	<b>730,487</b>
of which:					
Depreciation	64,195	55,468	86,047	103,943	116,346
<b>Capital DEL</b>					
NCA	46,929	45,403	105,767	136,979	125,612
Capital AME	-	-	309	1,542	117
Total Capital Outturn	46,929	45,403	106,076	138,521	125,729
of which:					
Capital expenditure of fixed assets net of sales	108,656	102,732	142,686	198,203	199,374
Dilapidations provision – Right-of-use additions	-	-	309	1,542	117

	2020-21 Outturn £000	2021-22 Outturn £000	2022-23 Outturn £000	2023-24 Outturn £000	2024-25 Outturn £000
Income from sales of assets and other grants	(61,727)	(57,329)	(36,919)	(61,224)	(73,762)
<b>Total Capital Outturn</b>	<b>46,929</b>	<b>45,403</b>	<b>106,076</b>	<b>138,521</b>	<b>125,729</b>
<b>Total Departmental Spending</b>	<b>566,730</b>	<b>562,673</b>	<b>745,382</b>	<b>835,473</b>	<b>856,216</b>
Of which:					
Total Resource DEL	498,230	503,420	621,270	667,827	698,082
Total Resource AME	21,571	13,850	18,036	29,125	32,405
Total Capital DEL	46,929	45,403	105,767	136,979	125,612
Total Capital AME	-	-	309	1,542	117

Total Resource DEL increased in 2024-25 to reflect growing in-year pressures on the NCA's operations.

Total Resource AME increased in 2024-25 due to an increase in pension scheme interest payments and the revaluation of non-current assets.

Total Capital DEL decreased in 2024-25 due to the NCA's capital strategy being met proportionally more through external funding sources in the year.

Total Capital AME decreased in 2024-25 as a result of a fall in dilapidations provisions for new leases.

For explanations on the variances between 2024-25 and 2023-24, please refer back to the sections on the Statement of Parliamentary Supply, and the underlying variances in the Financial statements in Part 3 of this report.

**Table 2: Administration costs for the NCA**

	2020-21 Outturn £000	2021-22 Outturn £000	2022-23 Outturn £000	2023-24 Outturn £000	2024-25 Outturn £000
<b>Resource DEL</b>					
NCA	36,513	35,212	35,747	37,210	39,008
<b>Total admin outturn</b>	<b>36,513</b>	<b>35,212</b>	<b>35,747</b>	<b>37,210</b>	<b>39,008</b>
<i>Of which:</i>					
Expenditure	36,513	35,343	35,888	38,443	39,312
Income	-	(131)	(141)	(1,233)	(304)
<b>Total admin outturn</b>	<b>36,513</b>	<b>35,212</b>	<b>35,747</b>	<b>37,210</b>	<b>39,008</b>



Twitter: @NCA\_UK

Facebook: NCA

Instagram: National\_Crime\_Agency

E03314583

978-1-5286-5521-7