NCA
National Crime Agency

GMPP Accounting Officer Assessment:

National Crime Agency (NCA) Concordis Programme

Summary

March 2026

Introduction

It is normal practice for accounting officers to scrutinise significant policy proposals or plans to start or vary major projects, and then assess whether they measure up to the standards set out in Managing public money.

From April 2017, the government has committed to make a summary of the main points from these assessments available to Parliament when an accounting officer has agreed an assessment of projects within the Government Major Projects Portfolio (GMPP).

This Accounting Officer Assessment considers the National Crime Agency (NCA) Concordis Programme at the Full Business Case (FBC) stage and shortly after joining the GMPP as a standalone programme. It was previously covered under the NCA Transformation Portfolio Accounting Officer Assessment.

Background and Context

The NCA's Future Location Strategy is a critical enabler of its transformation. The NCA aims to deliver hubs across the UK containing the full range of Agency capabilities and services and maximising wherever possible our various partnerships across law enforcement, the UK intelligence community (UKIC), industry and other organisations in the Serious and Organised Crime (SOC) system. The change in the estate and the resultant working practices is being delivered by the Concordis Programme. As a result of an impending lease-end, the NCA must leave its existing London Headquarters (Spring Gardens, Vauxhall). But it is, in any case, end of life, too big for NCA needs, expensive to run and unable to adapt to future needs due to factors such as the poor layout and age.

The current focus of Concordis is the move to our new Headquarters in Stratford, the reconfiguration of the South Eastern Operational Branch to accommodate a joint operational partnership team and the closure of Spring Gardens. This means that although our strategy is unchanged, it will take us some more time to deliver our full ambition of a "National Hubs Model", as Concordis is being delivered in multiple stages over many years and is dependent on investment being available in future Spending Reviews (SRs).

In September 2025 the Concordis Full Business Case (FBC) was approved at the Home Office Investment Committee – which predominantly focuses on the relocation of our Headquarters, and the exit from Spring Gardens.

The programme is now well advanced, with construction work complete at Stratford and Practical Completion (PC) achieved, plus furniture and IT fit-out work being progressed across our floors.

We commenced the transition of staff with early adopters moving before the end of 2025, and are now progressing with the three main phases of people moves. The majority of officers will have moved by the end of March 2026.

This Accounting Officer (AO) Assessment relates to the current scope of the Concordis Programme which focusses on the relocation of the NCA's Head and considers the four accounting officer standards of regularity, propriety, value for money and feasibility.

Assessment of CONCORDIS against the Accounting Officer Standards

Regularity

The NCA Concordis programme rests on clear legal powers, as outlined in the NCA Framework and in accordance with the Crime and Courts Act 2013 (Pt 1). The programme is compliant with wider legislation and legal principles, including but not limited to procurement law. It does not require new or amended legislation to progress - existing primary legislation sufficiently empowers the Agency to create and deliver this Government Major Projects Portfolio (GMPP) programme.

The programme set out in this assessment is consistent with United Kingdom law, including international obligations; this is evidenced through compliance to competition procurement and employment law.

Programme spend is through the NCA funding delegation from Home Office, approved by the Home Secretary, and is aligned to the most recent spending review and the strategic priorities as set out by the Home Secretary. Approval is sought from His Majesty's Treasury (HMT), assured by Home Office, for spend over the delegated limits, via HMT Green Book compliant Business Cases.

The Concordis Programme is at the Full Business Case (FBC) stage and has authorisation to deliver its objectives within the agreed spending envelope.

Summary: I consider the NCA Concordis programme to conform to the Regularity Accounting Officer standard.

Propriety

The NCA Concordis programme has continued to operate within its spending limits and in line with principles and controls set out in *Managing Public Money* and the HMT Green Book.

The programme is assessed as *proper* and *regular* based on the following considerations:

a. The expenditure is within the common law powers and within scope of the Supply and Appropriation Act, and within the remit that NCA are allowed to spend to as described in the HMT delegation.

b. The programme does not need primary legislation and therefore meets Parliamentary expectations; it is spending in line with Agency priorities and the Crime and Courts Act 2013.

c. The programme accords with *Managing Public Money*, as well as good practice in relation to internal governance, including but not limited to risk management.

d. The current governance structures are consistent with the relevant standards and codes – including Civil Service Codes and Ministerial Codes.

e. Programme delivery is transparent[1] and would therefore meet public expectations.

f. NCA and Home Office governance has validated the strategic, economic, commercial, financial and management cases within the Full Business Case (FBC).

g. The programme supports the NCA Strategy 2023 – 2028 and the NCA's mission is to protect the public from serious and organised crime - in particular Priority 3: Transforming the Agency's capabilities.

h. There is minimal risk for the potential to frustrate any other government policy or damage any lawful private sector business in an unwarranted way.

Concordis is a GMPP recognised programme and is delivered in line with the Project Delivery Functional Standard as well as other best practice project management methodologies. It reports on a quarterly basis to the National Infrastructure and Service Transformation Authority (NISTA) - and is subject to NISTA assurance reviews as part of its Integrated Assurance and Approvals Plan (IAAP).

Summary: I consider the NCA Concordis Programme to conform to the Propriety Accounting Officer standard.

Value for Money

The Concordis programme as outlined in the Full Business Case has been developed in line with HMT Green Book standards and has therefore used the most appropriate techniques to evaluate value for money and sound use of public funds – recently approved via NCA and Home Office governance.

The Full Business case has been assessed to ensure that it best achieves value for money and represents the best use of resources to achieve the optimum outcome. Value for money has been assessed through:

Economy. The scope and costs have been minimised throughout the programme lifecycle, in line with funding availability, whilst ensuring the maximum return on investment – with a focus now on a single London site

Efficiency. The new NCA Headquarters is significantly smaller and will enable significant efficiencies - with lower rent, lifecycle, running and maintenance costs, and will also drive further efficiencies via improved collaboration opportunities

Effectiveness. The programme has a direct impact on the NCA's overall transformation and effectiveness to combat serious and organised crime - therefore helping to ensure the NCA meets its operational objectives

The single London site option is now in delivery. The total investment from 2022-23 to 2026-27 is £189.6m, and from 2027-28 until the end of the 20-year assessment in 2041-42 the NCA is expected to make total savings of c.£255m over this period.

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[1] As defined by the Managing Public Money (para 4.13 – Transparency) and within the bounds of the NCA framework document.

Whilst the Business Case is primarily focused on the financial benefits of the programme, there are important non-financial benefits, including improved collaboration internally and with key partners - enabling better operational outcomes.

Summary: I consider the NCA Concordis Programme to conform to the Value for Money Accounting Officer standard.

Feasibility

The Concordis programme is now well advanced with construction and fit out works at the new NCA Headquarters largely complete. Risks outlined in the Business Case, particularly within the commercial, financial and management cases are regularly monitored and assessed through proactive risk management and supported by a regularly updated risk log and robust governance structure.

The programme has been regularly assured and reviewed by the National Infrastructure and Service Transformation Authority (NISTA). The most recent Gate 4 Review rated the programme as Amber – noting the significant progress made on the delivery of the new headquarters, whilst recommending a greater focus on the decommissioning of the current headquarters. The review also highlighted the need to ensure sufficient resource capacity and capability for the final phase of the programme.

The NCA has adopted the Government Functional Standard for Project Delivery. This standard provides a benchmark of the maturity of project and programme management controls.

The NCA has established structured delivery controls, and the programme has a detailed delivery plan which is regularly monitored (with changes managed through formal change control governance and processes).

Evidence supplied against; Regularity, Propriety and Value for Money support the assertion that programme delivery is both effective and credible and therefore feasible.

Summary: I consider the NCA Concordis Programme to conform to the Feasibility Accounting Officer standard.

Conclusion

As the Accounting Officer for the National Crime Agency I considered this assessment of CONCORDIS Programme and approved it on 9 March 2026. I have prepared this summary to set out the key points which informed my decision. If any of these factors change materially during the lifetime of this project, I undertake to prepare a revised summary, setting out my assessment of them. This summary will be published on the government's website (GOV.UK). Copies will be deposited in the Library of the House of Commons, and sent to the Comptroller and Auditor General and Treasury Officer of Accounts.

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