

**Clandestine Threat Command: Campaign Delivery Board  
Terms of Reference [DRAFT]**

**Summary**

The Clandestine Threat Command (CTC) leads the overall response to clandestine entry to the UK. It is tasked with ending the viability of the small boats route as a means of entering the UK and with preventing other forms of high-risk clandestine entry.

The CTC leads a cross-Government effort, involving policy and operational commands across the Home Office, the Police, the National Crime Agency and maritime agencies, as well as HMG's wider maritime, military and national security capabilities. The CTC's Operational Campaign Plan sets out the breadth of work delivered through and with these partners. This includes operational and law enforcement activity across the whole of route and in the UK, as well as policy and legislative change.

The Campaign Delivery Board (CDB) will oversee the implementation of the Operational Campaign Plan, coordinate activity across partners, track impact and manage interdependencies and associated risks.

The Campaign Delivery Board reports into Home Office BICS Board (chaired by the Second Permanent Secretary).

**Purpose and scope**

The Campaign Delivery Board will oversee implementation of the Operational Campaign Plan. It will provide programme oversight and direction for the operational, policy and legislative activity required to deliver against the plan's five strategic objectives:

- Reduce the supply of people seeking to cross the Channel or attempting other forms of clandestine entry from the near border
- Remove the opportunity and resources available to those seeking clandestine entry, by bearing down on facilitators and organised crime
- Prevent entry to the UK through effective interventions at the UK border – which includes at near border ports and in the Channel
- Increase deterrents and ensure there is no benefit from reaching the UK via small boat or other high-risk method, by disallowing asylum claims and ensuring prompt returns
- Control arrivals from first contact onwards, to ensure safety, exploit opportunities for criminal investigation and to maximise returns

The CDB will scrutinise progress in delivery of the plan and monitor its impact.

It will monitor the clandestine threat, manage interdependencies across the plan and ensure effective risk identification and management. It will commission analysis and make funding recommendations as required.

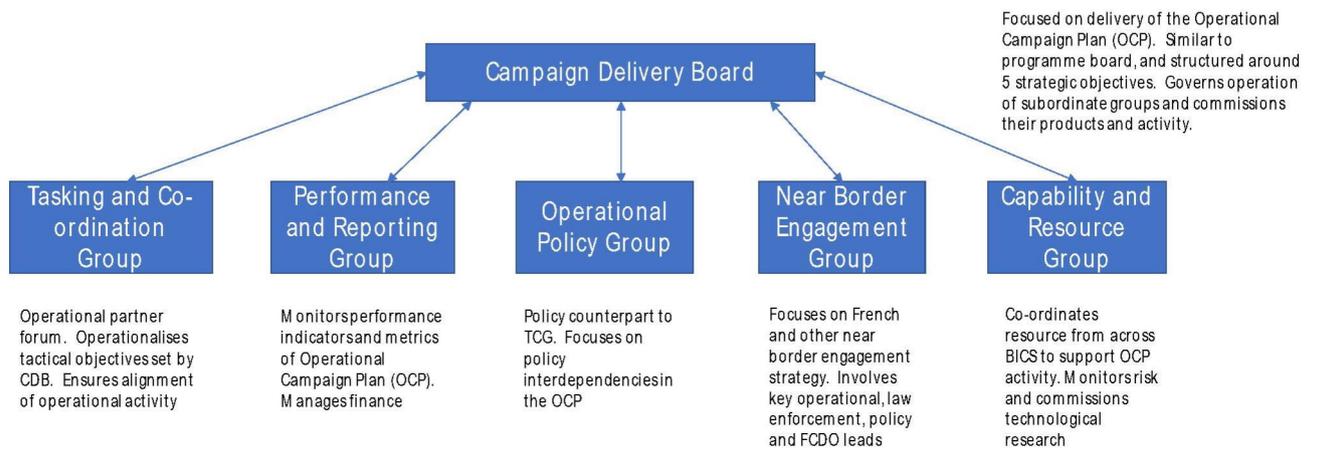
In scope are all operational and law enforcement activities associated with the prevention and detection of clandestine entry to the UK, including maritime; relevant policy and legislative measures; and diplomatic levers, including with near border countries.

Tasking and commissioning by the CDB will respect existing command structures and operational independence. Alignment with other relevant governance in the Home Office and across HMG will be ensured where possible, for example with the Sovereign Borders programme and with existing governance structures around the response to organised immigration crime, and wider Home Office and cross-Government structures to manage border security and illegal migration.

The CDB will be supported by subsidiary groups including:

- 1) Tasking and Co-ordination Group
- 2) Performance and Reporting Group
- 3) Operational Policy Group
- 4) Near Borders Engagement Group
- 5) Capability and Resource Group

**Proposed Governance Structure for Clandestine Channel Threat Command**



**Frequency**

The Campaign Delivery Board will meet monthly, although frequency will be kept under review.

**Chair**

Dan O'Mahoney, Clandestine Channel Threat Commander (deputised by  Deputy Clandestine Threat Commander, as required).

**Members**

Suitably empowered representatives from the key organisations, commands and business areas including:

- Clandestine Threat Command- Illegal Migration Strategy Team-
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- Clandestine Threat Command-   Emma Porter
- Clandestine Threat Command- Neil Honeyman
- Border Force-
- Border Force Intelligence-
- Immigration Enforcement Intelligence -
- Border Security Cell / OSCT -
- UK Visa and Immigration-

International Directorate- **Name**  
Serious Organised Crime Group- **Name**  
Combined Intelligence Centre- **Name**  
Home Office Legal Advisors- **Name** **Name**  
British Embassy Paris- **Name** **Name**  
Home Office Communications- **Name**  
Joint Maritime Security Centre- **Name**  
Maritime Coastguard Agency- Julie-Anne Wood, Peter Mizen  
Devon and Cornwall Police- **Name**  
Ministry of Defence- Hd UK Ops- **Name**  
Ministry of Defence – Naval Staff- **Name**  
National Crime Agency- **Name** **Name** **Name**  
Department for Transport- James Driver  
Second PUS Office- **Name**  
PRAU- **Name** **Name**  
HOIA- **Name**