

**DERBYSHIRE POLICE AND CRIME PANEL**  
**REPORT OF THE DIRECTOR OF LEGAL SERVICES OF DERBYSHIRE**  
**COUNTY COUNCIL**  
**REGIONAL COLLABORATION WORKING GROUP**  
**25 JANUARY 2018**

**1. Purpose of Report**

To update the Panel on regional collaboration activities.

**2. Information and Analysis**

A number of Panel Members attended a Regional Collaboration Seminar in November 2017. The seminar was instigated by the Derbyshire and Nottinghamshire Police and Crime Panels and was thought to be first of its kind nationally. The objective of the Seminar was to bring together Panel Members from the East Midlands, along with their respective PCCs to discuss regional collaboration activities. A representative from the Home Office was involved and the Home Office is keen to be kept informed of developments.

Panels from across the East Midlands will continue to support and challenge their respective PCCs, and will be helped by a common set of questions to allow for Panels to understand where there is commonality and gaps in collaboration activities.

Appendix one provides a summary of the discussions that took place and the next steps.

**3. Considerations**

In preparing this report the relevance of the following factors has been considered: financial, legal, prevention of crime and disorder, equality and diversity, human resources, environmental, social value, health and transport considerations.

**4. Background papers**

Files held by the Improvement and Scrutiny Officer.

**5. OFFICER'S RECOMMENDATIONS**

That the Panel notes the way in which Panels across the East Midlands are working to support and challenge the regional collaboration activities of their respective Police Forces and PCCs.

**John McElvaney**  
**Director of Legal Services**  
**Derbyshire County Council**



Regional Network of Police and Crime Panels in the East Midlands

## Report of the seminar on cross-Force collaboration

Facilitated by Frontline Consulting on 28 November 2017 at County Hall, Nottingham

### 1 Background to the seminar

- 1.1 In 2014, a Regional Network of Police and Crime Panels in the East Midlands was established, facilitated by Frontline Consulting<sup>1</sup>. At each meeting, Panels share information about their work programmes, explore challenges and problem solve together and discuss 'hot topics'.
- 1.2 At their first Network meeting on 4 February 2014, the Panels discussed collaboration by Police Forces in the East Midlands. They considered the findings and recommendations of the HMIC report 'Working Together: A review of the arrangements for collaboration between the five East Midlands police forces' and its proposal for a clearer vision and overarching business plan.
- 1.3 At their Network meeting on 4 October 2016, cross-Force collaboration was again one of the main topics for the PCPs. A meeting of the five Audit Committee Chairs had taken place on 12 October 2015, which had looked at sharing best practice and areas where it might be possible to co-ordinate activities. The Panels discussed what they had been doing to scrutinise cross-Force collaboration. They recognised that although there is no reference within legislation to Panels collaborating, there also is nothing to prevent this. They agreed that it could add value for them to develop some joint capability, probably informally, when looking at cross-Force collaboration and its complexities.
- 1.4 As an initial step, the following seven model questions for PCCs were drafted at the Network meeting to help Panels to develop a shared understanding of cross-Force collaboration:
  1. What does it cover?
  2. How is it governed?
  3. What are the key aspects of the regional framework?
  4. Are the savings being achieved?
  5. Is it delivering operational effectiveness?
  6. Is there a performance management scorecard?
  7. Is there a business case for further development?
- 1.5 Panels shared the questions with their respective PCCs. Lincolnshire PCP received a presentation at a training event in October 2016 and a report with replies to the questions was submitted to its meeting in November 2016. Nottinghamshire PCP received a similar presentation in April 2017.

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<sup>1</sup> Frontline Consulting Associates is a consultancy that works across the publicly funded sector. It has been working with Police and Crime Panels since they were in shadow form in 2011 and delivers an annual conference for PCPs, regional networks, learning and development. See [www.frontlineconsulting.co.uk](http://www.frontlineconsulting.co.uk) and <http://www.pcps-direct.net/pdfs/Power-Check-Reviewing-the-effectiveness-of-police-accountability.pdf>



- 1.6 At the Network meeting of 2 March 2017, it was proposed that a seminar on cross-Force collaboration be organised to ensure a common knowledge base across the Network and to be updated on a recent review into governance of cross-Force collaboration. Panels wanted to know where they fit in to the governance of cross-Force collaboration so that they are able to consider the implications for their PCC's budget and plan delivery. The five Panels also wanted to hear clear and consistent messages from the five PCCs about cross-Force collaboration.
- 1.7 Objectives of the seminar on cross-Force collaboration agreed in March 2017 were:
  1. to review the responses to the common set of questions to PCCs on cross-Force collaboration
  2. to develop relationships of PCPs with PCCs, OPCCs and CCs across the East Midlands regarding governance of cross-Force collaboration
  3. to be informed of cross-Force collaboration work, which has been agreed and funded by the PCCs
  4. to give Panels the same level of knowledge and understanding of cross-Force collaboration activities
  5. to agree requirements for reporting cross-Force collaboration activities to their respective Panels
  6. to consider ways that the Panels might hold their own PCC to account on collaboration activities, inputs and outcomes
  7. to agree a structure for the ongoing collection of evidence and monitoring of cross-Force collaboration activities so that Panels can support and challenge their respective PCC
  8. to agree their own mechanisms for sharing information as Panels, including circulating agendas, minutes and reports regarding cross-Force collaboration
  9. to learn from other Panels across the country on how they challenge and support their PCC on collaboration
  10. to enable Panels better to challenge and support the governance, accountability and performance monitoring arrangements of East Midlands' cross-Force collaboration.
- 1.8 Panels were invited to send five delegates to the seminar and each of the PCCs, their Offices and their Chief Constables were invited to participate in a joint session within the seminar. Four of the Panels participated in the seminar; one Panel, Leicestershire, did not.
- 1.9 One of the PCCs, Paddy Tipping, the Chief Executive of his Office, Kevin Dennis and Stuart McCartney, Head of Office of the Northamptonshire PCC, participated in the joint seminar. It was understood that they did not represent their colleagues in the region, but could provide a briefing and report back to their colleagues in the East Midlands.
- 1.10 The seminar was conducted under 'Chatham House rules'.
- 1.11 Seminar participants from PCPs were provided with a range of reports that have been prepared for different organisations and committees within the regional policing landscaping regarding cross-Force collaboration.



These included:

- a report to Nottinghamshire PCC's Audit and Scrutiny Panel on cross-Force collaboration
- an update to Nottinghamshire PCP on Tri-Force Collaboration (Leicestershire, Northamptonshire and Nottinghamshire), which was requested following the decision not to pursue their planned Strategic Alliance
- a report to Nottinghamshire PCP on 10 June 2014 on East Midlands Police Collaboration, in response to its request for an update on the implementation of the recommendations of the HMIC's 'Working Together' review
- a report of the Joint Independent Audit Committee on 2 December 2015, which is a summary of a meeting of the Chairs of each of the PCC Audit Committees held on 12 October 2015 and which includes concerns about collaboration arrangements.

## **2 Background to collaboration**

- 2.1 The Police Act 1996 provided the legal framework for collaboration and gave duties to Chief Constables and Chairs of Police Authorities. The Police Reform and Social Responsibility Act 2011 strengthened the duties on Chief Constables and PCCs to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. Where collaboration is judged to be the best option, they must collaborate – even if they do not expect their own Force to benefit directly itself. This was designed to ensure that collaboration takes place wherever it is in the wider public interest. The Policing and Crime Act 2017 further provided for cross-Force and Blue Light collaboration.
- 2.2 HMIC reports 'Increasing Efficiency in the Police Service: The role of collaboration' (2012) and 'Policing in Austerity: Rising to the Challenge' (2013) identified the benefits of collaboration in terms of increased efficiency and effectiveness.
- 2.3 Panels are aware of long-standing cross-Force collaboration in the East Midlands and that it is well advanced regarding major crime, but there are different degrees of participation by each of the Forces and their PCCs. Home Office funding has been available via the Police Transformation Fund eg £2.24 million funding in 2016-17 and £3.5 million funding in 2017-18 towards Tri-Force Collaboration
- 2.4 The Panels were aware that PCCs had established a Board for the East Midlands Regional Collaboration Programme and that collaboration agreements are signed off by the Board with Section 22 decisions being taken by each participating PCC. PCPs were advised that an internal audit of the Board in 2016 had recommended the production of a Governance Framework, a Strategic Plan, a Strategic Risk Register and improved performance reporting on each of the areas of collaboration.
- 2.6 Panels recognise that funding pressures and realignments in the publicly funded sector have implications for the organisation and delivery of services and make collaboration crucial across Force boundaries. They identify consequent governance issues in respect of the role of PCCs and the challenge and support provided to them by their Panels.



### **3 Issues discussed at the seminar**

- 3.1 Recognising the legislative framework and the financial imperatives for cross-Force collaboration, Panels wanted to engage with their PCCs and Forces in the seminar.
- 3.2 Issues identified for PCP scrutiny included:
  - governance arrangements
  - cost of, benefits from and value for money of cross-Force collaboration
  - work streams and leads from the Board
  - monitoring arrangements and the ongoing collection of evidence
  - the best mechanism to challenge and support PCCs regarding their Forces' participation in cross-Force collaboration
  - other collaboration eg blue light and fire.
- 3.3 Panels wanted to address a perceived lack of clarity about cross-Force collaboration and limited information that was readily accessible. Panels had struggled to cross-reference the views of their PCC with the other PCCs in the region about the current picture across the region, despite the drafting of the seven questions. They identified a lack of coordination and a single point of contact for PCPs. Panels also wanted to explore the impact of a changing public sector landscape eg blue light collaboration, work with other local service providers, the development of Tri-Force Collaboration, new PCCs and new Chief Constables with their sector colleagues.
- 3.4 Participants wanted to understand PCC processes such as who instigates collaboration, how it is carried out, how success is measured and how weaknesses or lack of anticipated savings are addressed. They understood that progress would be at the pace of consent by the most reticent partner and believed that they might be able to assist with progress of cross-Force working by providing challenge to the more reluctant PCCs.
- 3.5 Panels felt that the scrutiny of their PCC would be less effective if they were not briefed about nor engaged in consideration of structures, authority, legitimacy and funding arrangements regarding cross-Force collaboration. They are keen to provide challenge to their PCP about whether cross-Force governance is appropriate, to hold their PCC to account for their role in collaboration and to provide support for their PCC in developing effective cross-Force activity.
- 3.6 Panels wanted to explore appropriate lines of accountability, opportunities to provide challenge and support around cross-Force collaboration, performance management and cost benefit analysis. Panels wanted to find out how best they could make intelligent decisions about collaboration. They wanted to gather evidence that would enable them to review, analyse and demonstrate the benefits of cross-Force collaboration in respect of the effectiveness and efficiency of the police service in the East Midlands as well as public safety.
- 3.7 Panels also wanted access to information about any cancelled plans where a decision is made not to progress initiatives or where performance is deemed to have worsened through collaboration.





- 3.8 They recognised that in the regional landscape of policing, different PCCs and Chief Constables take the lead and they wanted to understand how such information could be shared with the other PCCs and all the PCPs, and how accountability should be organised.
- 3.9 Lines of accountability were understood as being for the PCC to hold their Chief Constable to account, but in turn to be held to account by their PCP. Lead responsibilities were seen to make such lines of accountability difficult and the challenge incomplete. If a PCC is responsible for the totality of policing in a Force area, Panels wondered how a PCC could hold their Chief Constable to account or be held to account for decisions for which they were responsible and resources that they agree to allocate, but which might be impact upon and be utilised outside their boundary.
- 3.10 Panels also understood that decisions around procurement could be changing, not only within the region, but across Forces in England and Wales. This could have implications for accountability and budgets.
- 3.11 As scrutiny bodies, Panels are familiar with commenting on executive proposals and decisions, taking evidence from witnesses, evaluating outcomes against plans and spend, conducting value for money tests, contributing to performance management and reviewing budgets and precepts. They could assist with challenge and support of their PCC regarding policies and strategies for, spend on and benefits from cross-Force collaboration. They have a role in channelling public concern and reviewing the outcomes from cross-Force collaboration eg helping to save frontline posts, regional responses to changing patterns crime and recruitment of civilians to roles that require different expertise such as cybercrime.
- 3.12 Panels recognised that continuing financial pressures require PCCs to make the best use of diminishing resources. Their PCCs were making decisions about funding cross-Force collaboration and identifying where savings were being achieved, which would be of interest to the Panels which held the PCC to account for the precept, budget and spend. As scrutineers, Panels are accustomed to asking tough questions around funding including how to bridge gaps in funding, identifying savings and sourcing good practice around effective and efficient ways of working. They could challenge and support PCCs separately and together around the choices around what to do with whom locally, regionally and nationally and could also support their PCCs in lobbying for additional resources.
- 3.13 Participants were aware of the tension between the changing nature of crime that requires a national and/or cross-Force response and public expectations of neighbourhood policing, as well as the pressure for localism and devolution and the transfer of responsibility for decisions. One discussion related to the level at which there should be policing eg of specialist capabilities and the location of the decision. They also were aware of the implications of cross-border policing for command structures eg who is responsible if a police officer is deployed outside their own Force area – her/his own Chief Constable or that of the Force area in which s/he is operating? Participants recognised the difficult choices that could need to be made eg which assets could appropriately be pooled and if so where would they be held.



- 3.14 Given the expressed view that the Funding Formula is no longer fit for purpose, that change is likely and that funding for at least one of the Forces in the East Midlands region is not sustainable, it was suggested that Panels might assist the PCCs in lobbying for funding changes and greater collaboration.
- 3.15 In seminar discussions, there was a shared understanding that the publicly funded sector must change, but across the sector there is no agreement about how. Panels suggested they could contribute to those debates and feed in their perspectives and soundings from others.
- 3.16 Panel members who are also councillors suggested they are well placed to advocate on behalf of the PCCs and their Forces with partners such as local authorities, potential combined authorities, the ambulance service, mental health services, the fire and rescue service and others.
- 3.17 Paddy suggested that a radical discussion is needed about the future of publicly funded services given continuing austerity with realignment of provision and greater collaboration to sustain services or an agreed retreat from some provision. He referred to a planned consultation across the publicly funded sector in the spring. Participants recognised there is the potential for larger Forces through mergers, expanding strategic alliances, better procurement, changes to police estates and staffing or the protection of policing through greater collaboration.
- 3.18 The Panels also considered that they could help provide assurance to the public about decisions about, monitoring of, investment in and outcomes from cross-Force collaboration – and the consequent resilience of policing. It was suggested that further consultation across PCCs, PCPs, partners and the public could help to inform a shared vision and strategy for cross-Force collaboration.
- 3.19 Paddy Tipping advised participants that the PCCs through the East Midlands Collaboration Programme Board would be appointing staff to work on cross-Force collaboration, to be based in the office of the Lincolnshire PCC. It was suggested that they could be the officers to brief and liaise with PCPs. He also indicated that there would be a discussion early in 2018 across the publicly funded sector, including the STPs, about the future of public services and enhanced partnership working.

#### **4 PCP proposals**

- 4.1 Immediately after the joint seminar, Panels made the following proposals and requests of the PCCs and their Offices:
  - 1. That Panels share their agendas and minutes with each other of PCP meetings and ongoing working groups or ad hoc task and finish groups, as well as papers relating to cross-Force collaboration of which they are aware (this was confirmed at the subsequent Network meeting)
  - 2. That Panels continue to review their roles in relation to cross-Force collaboration at their regular regional network meetings (this was confirmed at the subsequent Network meeting)
  - 3. That a map of cross-Force collaboration be produced for PCPs (Kevin Dennis agreed to provide this)





4. That shared terms of reference be developed for all PCCs and PCPs regarding cross-Force collaboration so that Panels are better sighted on quality information eg regarding pooling of resources, activities and outcomes, information sharing and monitoring
5. That the other PCCs be invited to answer the questions that had been posed to Paddy Tipping at the seminar
6. That each PCC should undertake routinely to report to their PCP, perhaps twice a year, on matters relating to cross-Force collaboration, including the development of a shared vision and business case, so that all Panels have access to the same information about strategy, approaches and outcomes
7. That there should be standardised ways of exchanging information between PCPs and PCCs including regular common presentations, reports, performance management, financial reporting and questions including regular progress reports, liaison and briefings from staff to be appointed to lead on cross-Force collaboration
8. That papers from the Board should be distributed to PCPs and published online for public access as appropriate (Paddy Tipping and Kevin Dennis indicated this should be possible)
9. That the dedicated staff being appointed to coordinate the East Midlands Collaboration Programme be a point of contact for the Panels
10. That a working group might be convened of the Panels with a PCC representative (Paddy offered to assist) to consider how best to provide challenge and support to the Board and lead officers; alternatively, this could be undertaken as part of the regular Network meetings
11. That a further seminar of PCPs, PCCs, OPCCs and Chief Constables of the five Forces be held in 2018 to be updated on the vision and business plan and progress with and outcomes from cross-Force collaboration, including findings from PCC Working Group that is updating the vision for cross-Force collaboration and which is due to report in the spring of 2018

## **5 Next steps**

- 5.1 Although Panels understand that PCPs were established to provide challenge and support to individual PCCs, they recognise that their PCCs are accountable for their share of and return on investment in cross-Force collaboration. They consider that as cross-Force collaboration continues to increase, there is a case for PCCs and PCPs jointly to address some of the opportunities and issues. This includes the sharing of information, liaison not only in meetings and better engagement with the public around assurance of the outcomes from collaboration.
- 5.2 The Panels also saw the value of meeting in common from time to time to consider the nature and governance of and the impact and outcomes from cross-Force collaboration by their PCCs and the five Forces. Indeed, councillors at the seminar made reference to the parallels with joint scrutiny, especially around health, although the powers clearly differ.
- 5.3 Recognising that lead responsibilities are allocated to individual PCCs and CCs, such meetings would enable Panels to consider how recommendations and outcomes are tracked and reported separately and jointly – with PCCs, PCPs and others.



- 5.4 Panels would like to discuss with their PCCs whether increased cross-Force working requires refreshed forms of governance and other lines of accountability, including further liaison between all PCCs and Panels in the East Midlands.
- 5.5 Panels also suggested that they could play a positive role in supporting their PCC in pursuit of effective cross-Force collaboration and in encouraging their PCC further to develop collaboration where it is in the interest of the area. They also offered to assist with the development of a shared vision for policing and criminal justice in the region and to support PCCs to give up some power if it enabled cross-Force collaboration and sustained investment in frontline policing and safer communities.
- 5.6 Participants from the PCPs asked questions of Paddy Tipping at the seminar and would welcome the response of the other PCCs in the region to the following:
- 1) Vision
    - a) Is there a clear vision for collaboration and what is the current strategic direction?
    - b) Could Panels be provided with a map of collaboration activity?
  - 2) Governance
    - a) What is the process for making decisions about and evaluating outcomes from cross-Force collaboration?
    - b) We understand that the Board exists and PCCs and their Chief Constables take different lead responsibilities.
      - i) How often do you meet?
      - ii) Could documentation be made available to PCPs?
      - iii) Are the documents relating to the Board made public in any way?
    - c) A review of the East Midlands Joint PCC Board was undertaken in 2017.
      - i) What were the key outcomes of the review?
      - ii) Does the revised governance structure include links to the PCC Audit Committees?
      - iii) Does the revised governance structure include links to the Police and Crime Panels?
  - 3) Outcomes
    - a) What are the overall planned savings for collaboration initiatives and to what extent are they being achieved?
    - b) Are there any aspects of collaboration which have not delivered the expected operational improvements?



#### 4) Liaison with Panels

- a) How do you envisage reporting to your PCP about cross-Force collaboration – proposals, activities and outcomes?
- b) Would you support future seminars, briefings and discussions across the region given the nature of collaboration?

- 5.7 With responses to these questions, Panels will feel better able to develop an accurate understanding of the nature of regional and cross-Force collaboration and should be able to identify how best they can provide the accountability through challenge and support of their PCCs that they were set up to provide.
- 5.8 The Home Office had expressed an interest in this seminar but was unable to be represented. A copy of this report is being shared with the Home Office.
- 5.9 The PCPs understand that the PCCs seek to develop a shared vision for cross-Force collaboration in the spring of 2018. Panels would like to organise a further seminar after that announcement, to which the PCCs, OPCC representatives and Chief Constables will be invited to continue this conversation and further develop arrangements for challenge and support of cross-Force collaboration.
- 5.10 The Panels will continue to discuss cross-Force collaboration at their regional network meetings from time to time and will consider the responses from their respective PCC and possibly a composite reply to the questions from PCCs meeting as a Board.



## Appendix 1 Programme for the day

- 10 am Welcome by Christine Goldstraw, Chair of Nottinghamshire PCP, our host
- Practical workshop of PCPs to prepare for the joint seminar**
- 11.15 am Comfort break; Nottinghamshire PCC and two OPCC senior officers join the seminar over a refreshment break
- 11.30 am Joint seminar**
- Welcome by Christine Goldstraw, Chair of Nottinghamshire PCP
  - Background to the seminar by Keith Ford and David Rose, Panel Support Officers for Nottinghamshire and Derbyshire respectively
  - Opening comments by the PCC about the approach to and ways of working in regional collaboration with contributions from the senior officers from two OPCCs as required
  - Questions and comments from PCP representatives
  - Discussion of possible ways forward
- 12.30 pm Final session, of PCPs only, to consider next steps
- 1 pm Close of seminar  
Lunch; joined by other PCPs' representatives for a regional network meeting
- 1.30 pm Regional Network meeting of PCPs in the East Midlands**
- Introductions
- Feedback from the seminar and next steps
- 2.15 pm Regional round-up – updates from each Panel
- 3.15 pm Hot topics – to be suggested by Panels
- 4.30 pm Next steps; planning for the next meeting
- 5 pm Close of regional network meeting



## **Appendix 2**

### **Participants' list**

#### **Derbyshire**

Vicky Wibberley, Independent Member and Vice-Chair  
Cllr Christine Dale  
Cllr Brian Murray-Carr  
Cllr Ged Potter  
Cllr Garry Purdy  
David Rose, Improvement and Scrutiny Officer

#### **Leicestershire (Network meeting only)**

Euan Walters, Senior Democratic Services Officer

#### **Lincolnshire**

Cllr Malcolm Chandler  
Emma Baldwin, Police and Crime Panel Officer

#### **Northamptonshire**

Stuart McCartney, Head of Office, Police and Crime Commissioner for Northamptonshire  
Cllr Gill Mercer, Chair  
Cllr Mary Butler  
Cllr Chris Smith-Haynes  
Mrs Anita Shields

#### **Nottinghamshire**

Paddy Tipping, Police and Crime Commissioner, Nottinghamshire  
Kevin Dennis, Chief Executive, Office of the Police and Crime Commissioner  
Christine Goldstraw, Chair  
Cllr David Ellis (part)  
Cllr Keith Gurling  
Cllr Tony Harper  
Cllr Debbie Mason  
Cllr Francis Purdue-Horan  
Keith Ford, Team Manager, Democratic Services  
Peter Barker, Democratic Services

#### **Frontline Consulting**

Dave Burn, Associate and Lead on Policing and Crime  
Ann Reeder, Director

## Appendix 3

### Extract from the PCCs' websites



Police Forces in the East Midlands have been at the forefront of collaborative policing in the UK for more than a decade. In fact, the East Midlands Police Collaboration Programme is the largest project of its kind in the UK, serving a population of 4.5 million people living in a region of more than 6,000 square miles.

Under the collaboration arrangements, the five forces of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are working together in many different areas vital to policing, ranging from major crime investigation through to IT infrastructure.

#### History

Since the formation of the East Midlands Special Operations Unit (EMSOU) in 2001 the collaboration programme has evolved and grown.

In 2005, Her Majesty's Inspectorate of Constabulary (HMIC) Report 'Closing the Gap' posed the question about how the 43 police forces of England and Wales could best meet the protective service needs of the population. But rather than merge forces, the Government encouraged forces to work in closer collaboration.

In the East Midlands, the chairs of the former police authorities and chief constables of each of the five forces signed an agreement to formalise the collaborative arrangements that had already begun to take shape. The agreement was underpinned by three key principles:

- local policing will remain local
- collaboration in operational and non-operational support services should be sought
- the benefits and costs of working collaboratively will be shared between the five forces

In 2010, the region also appointed its own Deputy Chief Constable, Peter Goodman. In the same year, the first of a wave of significant public sector budget cuts announced by the Coalition government prompted police forces to seek new ways of making efficiencies while also keeping the public safe. In November 2012, the election of the first Police and Crime Commissioners brought about another fundamental change to the way policing is governed, giving the public a greater say in how their communities are policed.

By focusing on providing a more effective policing response while also reducing costs, the East Midlands Police Collaboration Programme and EMSOU have always and continue to ensure that the gap highlighted by HMIC back in 2005 is closed by bringing together the resources, skills and capability needed to tackle serious and cross-border crime