



STRATEGIC POLICING AND CRIME BOARD

14 May 2013

Performance against the 2013/14 Milestones and Deliverables in the Police and Crime Plan

PURPOSE OF REPORT

1. This report outlines performance against the milestones and deliverables set out in the 2013/14 Police and Crime Plan.

BACKGROUND

2. The Police and Crime Plan 2013/14 sets out a variety of milestones and deliverables under the following objectives:
 - Improving public confidence in policing
 - Creating stronger partnerships
 - Developing greater local identity across the West Midlands
 - Delivering better value for money
 - Demonstrating the Force's commitment to social responsibility
 - Reduce crime and offending
 - Better protecting people from harm
 - Improving the service the public receive from the police
 - Supporting stronger communities and Ensure an effective contribution to national policing

- Progress against the milestones and deliverables will be reviewed periodically throughout the year and presented to the Strategic Policing and Crime Board. This report provides an overarching view of the position regarding the Police and Crime Plan objectives. The Board will also receive individual reports on specific issues during the course of the its business.

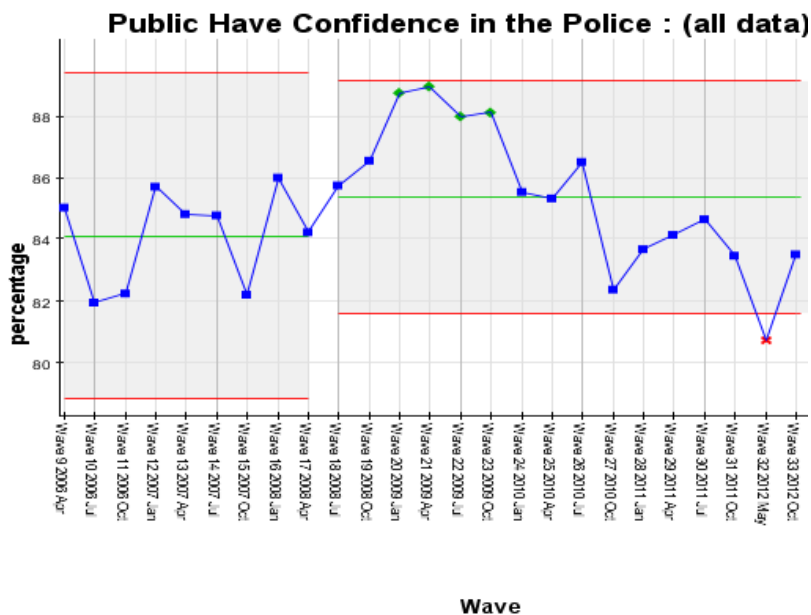
MILESTONES AND DELIVERABLES

A. Improving public confidence in policing

Increase confidence in policing

(Lead ACC Forsyth – Six monthly reporting period proposed)

- The increase in confidence in policing milestone is measure through a bi-annual general public confidence survey, Feeling the Difference. The results for wave 33 which reported in Feb 2013 are the latest available data set. Wave 34 will start interviewing in June and the results will be reported when they are available.
- Both confidence in the police generally and in their ability to ‘do a good job’ had fallen for the previous two consecutive waves (wave 31 and wave 32) in Feeling the Difference. This followed changes in survey methodology and contractor. However, the recent results for Wave 33 has shown that ‘public have confidence in the police’ has increased by around 3 percentage points when compared with wave 32.



- Public confidence in the police has deteriorated nationally and the Force remains in the same position compared to its Most Similar Group forces.
- Feeling the Difference employs a standard set of questions which helps the organisation understand how our communities perceive many aspects of policing. With the Police and Crime Commissioners emphasis on ‘Pride in our Police’ the survey questions will be reviewed and further developed to ensure we can determine if communities feel pride in their police. This survey review will be completed and amended for Wave 35 (January 2014).

Identify aspects of policing that have an adverse impact on confidence, and establish ways to overcome such barriers

(Lead ACC Forsyth – Six monthly reporting proposed)

9. Work aligned to Feeling the Difference has identified areas of the Force and each Local Policing Unit where opportunities exist to improve confidence. Each LPU receives a bespoke report and analysis every six months, the reports analyse the data down to neighbourhood level. The Force has a Chief Superintendent leading a Trust and Confidence Board to exploit these opportunities as part of this board two neighbourhoods have been identified where an experimental approach will be employed which systematically engages with identified communities, acts on agreed priorities and feedbacks effectively. This experiment will be monitored and compared to 2 control neighbourhoods to learn what works for improving public confidence.
10. It is suggested that a presentation of the results and approach is given at June's Board meeting.

Analyse hate crime to better understand religious and racially aggravated offences, for example islamophobia

(Lead ACC Forsyth – Six monthly reporting proposed)

11. Racially and religiously aggravated crime accounts for around 90% of all hate crime. Hate crime also includes any other strand of diversity where the victim feels they have been subjected to a hate crime. In 2012/13 hate crime accounted for 1.5% of total recorded crime.
12. Racially and religiously aggravated crime and hate crime overall has been falling year on year since 2006/07. Between then and the end of 2012/13 recorded crime levels were around 30% lower. There are on average 190 to 200 hate crimes recorded per month across the Force area.
13. In 2012/13 the Force solved and resolved 43% of hate crime.
14. The Force also records reported hate non-crime incidents; where there has been no indictable Crime committed but due to the circumstances and victim vulnerability requires a greater level of investigation. In 2012/13 the Force recorded the highest number since 2006/07; 530, which amounts to an average of around 50 per month.
15. Work has been allocated to our intelligence team to revise a current problem profile to assess further gaps and once completed the findings will be presented to the Board.

B. Creating stronger partnerships

Allocate funding to partnerships to tackle local policing and crime problems –

(Milestone achieved)

16. The Commissioner has awarded grants to each of the seven community safety partnerships conditional on the establishment of local policing and crime boards. Partnerships have been asked to provide information on how they intend to make use of these funds with this information being put into the public domain through the Commissioner's website www.westmidlands-pcc.gov.uk. The partnerships are required to provide a report following on from the year end, which is March 2014, to the Commissioner on the use of that funding. A consolidate report from these individual reports is scheduled for the Board's consideration in June 2014.

Increase engagement with each health and wellbeing board across the seven local authority areas

(Lead DCC Thompson – Quarterly update proposed)

17. Each Local Policing Unit together with the PCC is engaging with the newly formed Health and Wellbeing Boards. Only Sandwell has no police representation on this board at the moment. The Force has begun a programme of enhancing the use of Accident and Emergency data under Superintendent Bell's leadership. A draft strategic focus for policing and health is being developed by the Deputy Chief Constable (DCC) who is progressing this work with local NHS area teams and Public Health England. The DCC will meet with the PCC in the next few weeks to progress this plan.

Explore opportunities to improve the response to serious and organised crime in collaboration with regional forces and the National Crime Agency

(Lead ACC Rowe – Quarterly update proposed)

18. This work is has begun under the direction of the ACC responsible for crime and a programme has commenced to establish a Regional Organised Crime Unit.

Reduce reoffending of criminals through partnership working

(Lead ACC Forsyth – Quarterly update proposed)

19. The Integrated Offender Management model pioneered in West Midlands police is now in place across the force area. Evidence based work through initiatives such as 'Turning Point' is beginning to point the way towards innovative upstream interventions. The new operating model described in the Police and Crime Plan will review how we can develop further proactive and preventative approaches with our partners.
20. Adult Reoffending data published by the Ministry of Justice in February 2013 shows that all Local Authority areas in the West Midlands had a reduced reoffending rate between 1st October 2011 and 30th September 2012 compared with 2007/8. Dudley had the largest reduction in the region and also nationally.

Region	Probation Trust	Local Authority	Cohort size (4 quarters of probation caseload)	Actual rate of re-offending	Predicted rate of re-offending	% difference from baseline (2007/8)
West Midlands			68651	7.71%	8.64%	-10.78%
	Staffs and WM		53,897	7.27%	8.36%	-13.11%
		Birmingham	18966	6.66%	8.10%	-17.76%
		Coventry	4996	7.53%	8.86%	-15.06%
		Dudley	3052	5.18%	7.48%	-30.82%
		Sandwell	4593	6.12%	7.63%	-19.84%
		Solihull	1881	7.07%	8.28%	-14.65%
		Staffordshire	7857	7.71%	7.83%	-1.50%
		Stoke-on-Trent	4461	10.40%	10.06%	3.35%
		Walsall	3672	8.03%	9.25%	-13.14%
		Wolverhampton	3946	7.48%	8.61%	-13.20%

C. Developing greater local identity across the West Midlands

Work with local partnerships to establish local policing and crime boards in each of the seven local authority areas

(Lead Alethea Fuller, Policy Manager, West Midlands Office for Policing and Crime – six monthly update proposed)

21. As stated above, the Commissioner has allocated his Community Safety Fund budget to the seven community safety partnerships. This allocation is conditional on the establishment of local policing and crime boards. Updates on the progress to establish these local boards will be received by the Commissioner through the work of his office with the seven Heads of Community Safety who meet with officers from both the Force and Commissioner's Office on a quarterly basis. The next meeting of this group is scheduled for 17 May 2013. It is understood that the partnerships are still giving consideration to how they will establish the boards to meet the expectations of the Commissioner while ensuring that they meet the local needs of their areas.

D. Delivering better value for money

Implement invest-to-save schemes that enable more efficient working practices

(Lead Director of Resources – Quarterly update proposed)

22. A number of key schemes under this work stream are progressing well, for example, the recent planning permission approval of the Western custody block and launch of the shared services employee portal. Some programmes are still in the mobilisation and scoping phase, such as New Ways of Working. There will be a fuller opportunity to provide an update to the board at the next meeting.

Develop people who are capable and effective in delivering their roles

(Lead ACC Beale – Quarterly update proposed)

23. The Force has undertaken a series of seminars for first and second line managers, aimed at improving their capability and confidence in dealing with personnel.

24. Sessions have included inputs on Attendance Management, Unsatisfactory Performance, Conduct and Professional Standards.

25. ACC Beale is leading the formulation of the 'People' programme which will address this area. An outline design will be in place by the end of June. Early work has begun on leadership delivery. The force will aim to carry out a baseline staff survey in June for this to work. An update on outcomes of the survey will be available in early August.

Improve productivity of staff and assets

(Leads Director of Resources David Wilkin and DCC Thompson– Quarterly update proposed)

26. The Force is reviewing the future skills requirement based on Electronic Development Reviews. It is also looking at best practice from outside forces and industry on workforce engagement

27. Processes are now in place to enhance the management of severe cases of under attendance. The skills and experience of Remploy are being utilised to help keep or return staff to the working environment.

28. Budget Review Panels will be implemented to measure Priority Based Budgets (PBB) Outcomes and ensure delivery is happening to agreed costs. The Continuous Improvement model will continue to monitor given programmes to manage demand to ensure maximum efficiencies of local policing staff.

29. HMIC will be in force conducting the 'valuing the police inspection' during May.

Improve the diversity of throughout the Force through the recruitment and progression processes

(Lead ACC Beale – Quarterly update proposed)

30. The Force is developing an action plan to address workforce representation. The action plan will address protected characteristics and in particular will look at how to increase BME representation. It is focussed currently on police staff recruitment to the new roles agreed by the PCC and police officer progression.

E. Demonstrating the Force's commitment to social responsibility

Introduce a fleet of 'green' cars that are efficient and are better for the environment

(Lead Director of Resources David Wilkin)

31. The fleet of 30 electric Nissan Leaf vehicles and associated charging infrastructure is being rolled out in the next few weeks. These will be used as diary cars undertaking scheduled visits in local policing units and there will be three cars on every LPU. The cars have significantly lower running costs than diesel equivalents and zero carbon emissions.

Consult on the procurement strategy to influence the economic well-being of the area

(Lead Mike Williams, Chief Financial Officer, West Midlands Office for Policing and Crime – six monthly update proposed)

32. The Commissioner has asked the Chief Financial Officer to develop a draft consultation document which will seek views on the procurement strategy to be adopted by the Commissioner and Chief Constable. This will be considered by both the Board and the Police and Crime Panel ahead of views being sought more widely.

Increase the involvement and work with voluntary, third sector and community partnerships in priority areas helping to keep crime down

(Lead for West Midlands Office for Policing and Crime, Alethea Fuller, Policy Manager and Lead for West Midlands Police, ACC Forsyth – six monthly update proposed)

33. The agenda on which this report is included also includes a report on the summits which the Commissioner has held since taking up office. That report outlines the outcomes from those summits which are intended to assist in the establishment of mechanisms and structures to increase the involvement of voluntary, third sector and community partnerships.

34. The local policing and crime boards, referred to earlier in this report, are also intended to enhance involvement through the Commissioner’s expectation that such boards are community lead and include representatives from the sectors to which this deliverable relates.

F. Reduce crime and offending

Reduce overall crime by 5 per cent.

Reduce violent crime where injury is caused by 8 per cent.

Reduce burglary by 8 per cent

Reduce crime in high crime priority areas by 7 per cent

(Leads ACC Forsyth and ACC Rowe – Monthly update)

35. The plan sets out three reduction milestones in this section, along with an aim to reduce total crime in Priority Areas by 7%.

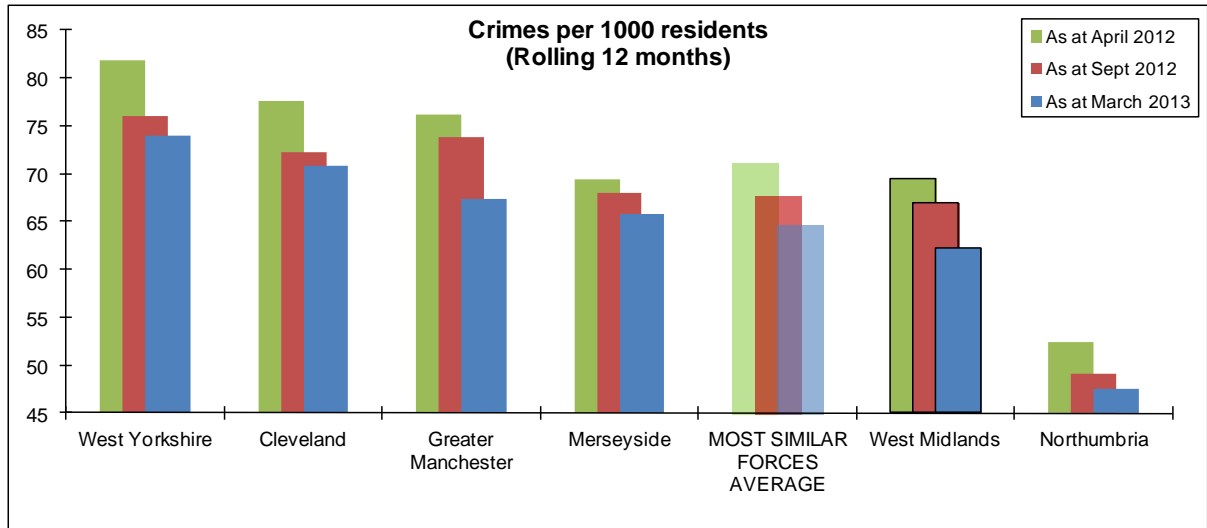
36. Milestones have been set based on the two year journey, volume of offences and the Force’s position nationally.

37. As at 1st May 2013, the performance position is as shown in the following table.

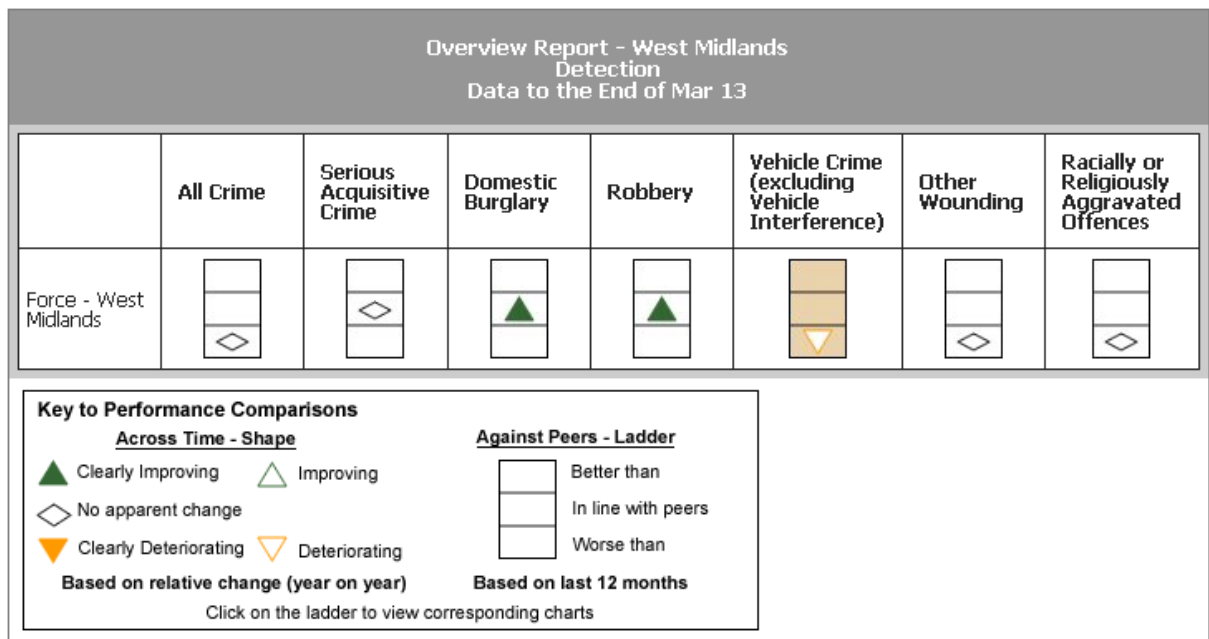
Force Objectives	2012/13	2013/14	Difference	M'stone	Performance	Variance
Reduce Total Recorded Crime ^{DW} ... chart ▼	14241	14333	92	-5 %	0.7 %	805
Reduce Burglary Dwelling ^{DW} ... chart ▼	1022	1049	27	-8 %	2.7 %	109
Reduce Violence With Injury ^{DW}	1468	1496	28	-8 %	2 %	146

38. The volume of total recorded crime (TRC) is currently stable at around the same volume as April 2012.

39. WMP has continued to reduce total recorded crime either in line or better than its most similar group over the last 12 month period.



40. Compared to Most Similar Groups, WMP domestic burglary and robbery detections are showing clear improvement and in line with peer Forces as shown below. Detection data at Most Similar Group level does not include community resolutions or restorative justice. The Home Office is amending the recording arrangements of police disposals to include these in future.



41. The key contributors to TRC in the year so far are Theft from Motor Vehicles, Theft from Shops and Stalls (TSS) and section 20/47 assaults; each contributing 10%. The volume of these offences is stable except for TSS, as discussed under Supporting Stronger Communities.

42. Burglary Dwelling has reduced for the past six consecutive months after hitting a seasonal peak in November. Offences are of an equivalent volume recorded in 2012 and should remain at a lower level throughout the summer. However, with an aspirational milestone of reducing burglary dwelling by 8% set this year, the next few months will provide crucial leverage while offences are lower and more manageable than they will be from September onwards.

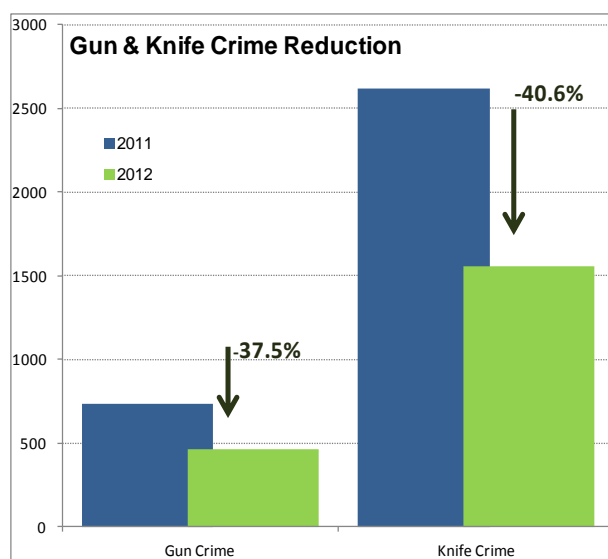
43. Violence with Injury is a new milestone for the Force, combining Most Serious Violence with wider injury offences. The monthly volume of offences has been stable since September 2011 and the Force is just beginning to understand the offence type in order to tactically influence reduction. For this purpose, the offence has been broken down in to three distinct themes 'Night time Economy' (1900hrs – 0359hrs), 'Domestic and Non-Domestic' and 'Weapons'.
44. Unlike the serious acquisitive crimes, violence sees a peak in summer months so is just beginning a seasonal rise. It is more likely that greater reduction will be seen later in the year for this offence group.

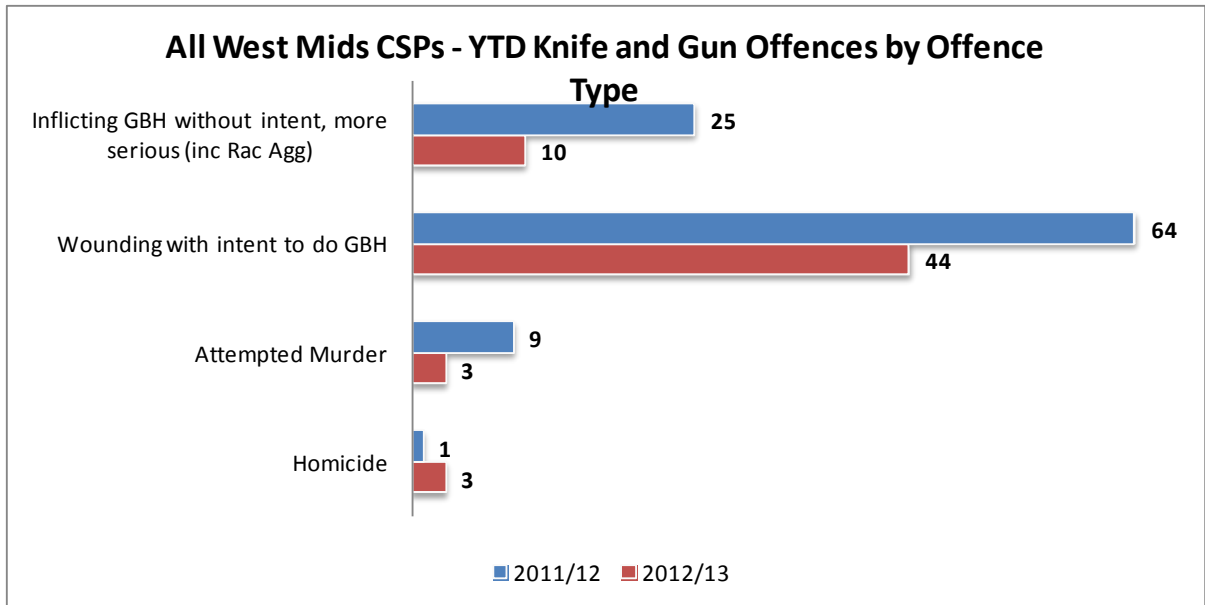
G. Better protecting people from harm

Reduce the harm caused by gangs and organised crime groups by continuing to target them

(Lead ACC Rowe - Quarterly update proposed)

45. West Midlands Police tackle gangs and organised criminality through the Gangs and Organise Crime Unit (GOCU) focus on gangs and organised crime groups whose level of criminality have been assessed as posing the highest risk to our communities, and are thus deemed to be the highest priority.
46. The Gangs Task Force (GTF) target gang members who are involved in drugs and firearms at a street level; they monitor gang tensions and respond to intelligence to prevent escalation of incidents. They are also involved in partnership work to prevent young people getting involved with gangs. The Force has just completed a Quarterly Performance Review around Gangs and Organised Crime Groups which has led to 33 recommendations which will report through the monthly Force Gangs Tasking meeting.
47. Gun and Knife Crime reduced significantly during the last financial year 40.6% for knife crime and 37.5% for gun crime. Levels for 2013/14 are stable in the first month. The 'Ending Gang and Youth Violence' statistics also show for the key age range of 10-19 offences in this age category have also fallen.





Reduce the harm caused by terrorism by continuing to reduce threats through the local and national strategy

(Lead ACC Beale – Quarterly update proposed)

48. The national Counter Terrorism Strategy ‘Contest’ is fully integrated across the force area. Each of the four stands, protect, prepare, prevent and pursue have leads that report in to a central board chaired by the ACC responsible for security.
49. The delivery framework methodology has now been adopted by the National Counter Terrorism (CT) network and is seen as best practice for the management of CT performance.
50. At Local Authority Level, West Midland police is working with Community Safety Partnerships (CSPs) on Local Prevent plans to deliver the national Prevent strategy.
51. The recent conviction of 11 people including 8 who pleaded guilty as part of Operation Pitsford and 6 people from Operation Brisling where all 6 pleaded guilty are examples of some successes in reducing harm.
52. The wife of one of the suspects found guilty in Operation Pitsford pleaded not guilty to failing to disclose information and was acquitted by a jury.
53. Birmingham’s coalition of Muslim Organisations and Mosques released a statement in response to the cases, “the Muslim community in Birmingham wishes to make one thing absolutely clear: These acts are not carried out in our name”
54. Most of the suspects were from Birmingham and the recently constituted Birmingham Contest Board chaired by the Deputy Leader of Birmingham City Council is looking hard at working with communities to reduce vulnerability within Birmingham.

Carry out activity to understand in more detail the extent of people trafficking within the West Midlands and to maintain vigilance around child sexual exploitation

(Lead ACC Rowe – Quarterly update proposed)

55. The Force has a lead for human trafficking and has adopted the national strategy to tackle this area; ACC Rowe is reviewing the operational response.
56. The Force is looking at the development of a Central Referral Unit for the receipt and management of all child protection enquiries into West Midlands Police. This area of business is part of a wider programme of service improvement being carried out within the Public Protection arena.

Develop a force strategy to tackle drug dealing, drug use and cannabis farming

(Lead ACC Rowe – Quarterly update proposed)

57. A problem profile is being commissioned along with local plans

Reduce the harm to vulnerable victims caused by domestic abuse

(Lead ACC Rowe – Quarterly update proposed)

58. In relation to domestic abuse the Force has recently met with Co-ordinated Action Against Domestic Abuse (CAADA) and will be supporting and encouraging partners in undertaking the CAADA self inspection and audit of Multi-Agency Risk Assessment Conferences (MARACs) across the West Midlands.
59. There are processes in place to identify the risk associated with domestic abuse offenders. This is drawing upon experience identified through the Integrated Offender management (IOM) model as well as initial work with partners identifying opportunities for intervention and mentoring of high risk serial perpetrators.

Work with safeguarding partners to improve the outcomes for vulnerable people

(Lead ACC Rowe – Quarterly update proposed)

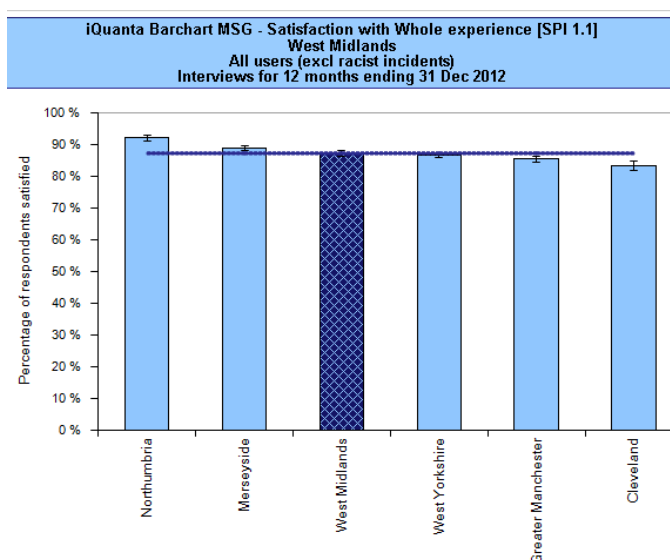
60. A number of meetings together with a full day event on the 20th March have been held with key partners to review and build upon processes of joint working. An approach adopting a 'hub' of specialised officers for the receipt, safeguarding and investigation of cases involving vulnerable adults with key partners in adult social care on the western side of the Force is receiving positive feedback and was recently subject of an visit by representatives of the Home Office.
61. A Task and Finish Group has been established and is now in operation examining multiple aspects of reducing harm. This is being complemented by partner contribution to the group.

H. Improving the service the public receive from the police

Increase satisfaction with services provided relating to crimes
Increase satisfaction with services provided relating to ASB

(Lead ACC Forsyth - Monthly update proposed)

- 62. Satisfaction amongst victims of crime and ASB peaked earlier in the year and has since reduced and seems to be stabilising. However, year end performance for each is around 1.5% higher than in 2011/12.
- 63. Satisfaction has remained stable with the first months data for this financial year, the rolling 12 month total for satisfaction with crime has reduced but mainly because April 2012 was the highest month last year.
- 64. West Midlands Police (WMP) is in line with the Most Similar Group average for Satisfaction with Service. At the end of December 2012, 87.1% of WMP customers were satisfied, the same as the Most Similar Group average (87.1%). WMP has higher satisfaction rates than three other forces. This is an improvement compared to last year as in December 2011; WMP was below the Most Similar Group average of 86.6% with 85.8% satisfaction.



Implement a customer services strategy drawing from the Victims Summit and the Customer Journey to deliver further improvements

(Lead ACC Forsyth – Quarterly update proposed)

- 65. This work has now been allocated with the ACC for Local Policing taking the lead and a strategy is being developed.

Develop strategies to reduce repeat victims of crime and anti-social behaviour

- 66. Work on managing demand is being looked at as part of the New Operating Model, repeat victims and vulnerability is being prioritised within this.
- 67. A process that identifies the highest repeat callers to WMP has been designed and is being trialled on two LPU's where the highest repeat callers are addressed through local tasking and a non crime number allocated to aid investigation and

capture activity within the corporate memory. Further work is also being undertaken with the Ambulance Service to understand mutual demand drivers from each other.

I. Supporting stronger communities

Reduce business crime by 6 per cent

(Lead ACC Rowe – Monthly update proposed)

68. At this early stage in the performance year, business crime sees a 6% increase. There has been a broad rise in offence volume for the last four months. The vast majority of the increase is Theft Shops or Stalls (TSS).
69. TSS (now one in ten recorded crimes) accounts for 43% of business crime in April (compared to only 34% in April 2012).
70. 'Theft Other' is another key component of business crimes, but offences have reduced significantly in the last year through operational activity to tackle metal and mobile phone thefts.

Work with our partners to further reduce crime on the transport system

(Lead ACC Cann – Quarterly update proposed)

71. Work is progressing on the Safer Travel Plan with a 'statement of intent' having been agreed at the last West Midlands Integrated Transport Authority Board. The plan is due for publication in September and the Force will continue to work with partners to deliver it.

Strengthen the ability to work with partners on the Troubled Families programme

(Lead ACC Forsyth – Quarterly update proposed)

72. Troubled Families is a Department for Communities and Local Government led initiative designed to ensure statutory partners and the third sector work effectively together to transform the lives of these families such that they become net contributors to society. Defined by way of worklessness, truancy and children engaged in crime and anti-social behaviour, the emphasis is on early intervention to prevent the cycle of decline and social dependency which passes from one generation to another.
73. Local Authorities are the lead agency, however West Midlands Police have been actively engaged in supporting the programme to facilitate identification of the families, compliment associated multi-agency work plans and ensure coherence with other strands of problem solving and prevention activity e.g. IOM; Priority Areas; Young People strategy and Channel.
74. The West Midlands Police delivery plan for Troubled Families has therefore, focused on: developing a generic operating model for police support to the programme; facilitating the exchange of data and information to support identification and case management of troubled families; encouraging the design of complimentary mechanisms to task, coordinate and commission future service provision, designing supporting communications and promotions material; developing the necessary skills and

capabilities of the workforce and producing a menu of policing Troubled Families tactical options.

Review police community support officers' powers and deployment

(Lead ACC Forsyth – Quarterly update proposed)

75. The role and deployment of PCSOs has been subject to review by the Force, it was timed following the roll out of the Continuous Improvement Programme (CIP) across the 10 Local Policing Units (LPUs). The CIP involved a systematic approach to improving efficiency and effectiveness of local policing that included changes to the structure and role of neighbourhood teams.
76. The review reinforced that the primary role of Police Community Support Officers (PCSO's) is still and should remain as reassurance and engagement. It was found that there had been some change as a result of Continuous Improvement Programme mainly indicating that PCSOs were now more involved in ASB case management and carried workloads. It is evident that they are now more routinely involved in problem solving, partnership and engagement activities.
77. The view from the majority of the LPUs was that the existing Deployment Principles were still relevant but needed greater visibility across the Force to ensure PCSOs were not inappropriately deployed. There was no consistent request for extension of the discretionary powers that the Chief Constable can designate. The only request for an additional power that had support by a number of LPUs was the power to deal with begging.
78. The external online survey had respondents from across the force area. The results indicated that there is strong support for the engagement and visibility role through foot patrol and attendance at community meetings. PCSOs are seen as supporting the delivery of trust and confidence. Nearly 50% of respondents felt they could influence neighbourhood priorities through their PCSOs. There was no clear indication that the community wanted an extension of powers.
79. The Force is currently conducting a pilot in Birmingham South LPU with Cambridge University using an evidenced based experimental methodology to measure the impact of structured patrol in crime and anti-social behaviour hotspots. The pilot is due to run for 12 months to ensure that the results are statistically valid, it is based on a theory of hotspot policing that states PCSOs who are highly visible in these areas for 12 – 16 minutes can cause a reduction in crime as well as calls for service. Although at an early stage the first five months of the pilot are indicating positive results. Combined with the introduction of Automatic Resource Allocation System (ARLS) technology the ability to specifically direct the patrols of PCSOs with an evidenced based methodology provides the potential to shape and measure the impact of their patrol time.

J. Ensure an effective contribution to national policing

Ensure West Midlands Police has appropriate capacity and capability to support the five components of the Strategic Policing Requirement: terrorism, other civil emergencies, organised crime, public order, and large scale cyber incidents

(Lead ACC Beale – Quarterly update proposed)

80. This is part of the Strategic Policing Requirement (SPR) which was published by the Home Office in July 2012 as part of the Home Secretary's statutory duty to set

out the national threats and appropriate national policing capabilities required to counter those threats. The Police Reform and Social Responsibility Act (2011) and the Police Protocol requires West Midlands Police Force and the Police and Crime Commissioner to have due regard to the SPR.

81. Our capabilities and capacity to meet the SPR is regularly assessed in conjunction with partners and national agencies. The current assessment is that there is sufficient capacity and capability to meet local threats and national obligations.

FINANCIAL IMPLICATIONS

82. The delivery of the Plan will be met through use of the Commissioner's budget. This is detailed in the report presented to the Police and Crime Panel on 6 February 2013 which covered the revenue and capital budgets and proposals for the precept for 2013-14.

LEGAL IMPLICATIONS

83. The legal requirements for a police and crime plan are set out in the Police Reform and Social Responsibility Act 2011.

RECOMMENDATIONS

84. The Board is asked to note the contents of the report.

Authors: Chris Sims, Chief Constable, West Midlands Police and Jacky Courtney, Chief Executive, West Midlands Office for Policing and Crime