

Appendix 1- Delivery Plan Extract

Prevention				
No	COMMITMENT	SUPPORTING ACTIVITY	ASPIRATION/OUTCOME	UPDATE POSITION TO AUGUST 2020
P1	Ensure the additional rural crime resources provided to the force are effective in reducing crime	Recruit and establish dedicated rural crime officers and RABO posts in each LPA	Provision of a dedicated rural crime team within each local policing area	The additional funding earmarked from the 2019/20 precept specifically for rural crime has enabled the force to provide warranted officers in each local policing areas whose role is focused on rural and business crime, this is in addition to the five existing rural and business officers (RABOs). These officers and staff form part of the wider problem solving teams, with one 'hub' located in each local policing area. The PCC's policy and commissioning teams have worked with force leads in the development of a performance framework for the hubs which is used to capture outputs and outcomes of the whole team included the RABOs and PC's working on rural and business crime.
P2	Ensuring police officers and staff are aware of the rural crime resources available to them	Internal promotion of the resources available via the problem solving hubs	A reduction in rural crime / A reduction in the harm caused by crime	The rural crime resources within the problem solving hubs are promoted internally via email and intranet. In addition the RABOs have undertaken shift briefings within their own LPAs to explain their role and the hubs. A number of the RABOs also produce internal newsletters for their LPA, for example, the Herefordshire RABO circulates monthly 'The Hub News' to all staff working in the LPA.

P3	Develop an effective means of securing feedback from rural communities the RABOs engage with to ensure the work they undertake is providing the support needed	The PCC's policy and commissioning teams to monitor the performance of resources within the Problem Solving hubs including RABOs and E&V trainers.	Concerns and issues affecting rural communities are better understood and addressed	The performance framework developed to capture outputs and outcomes across the problem solving hub allows for a mixture of quantitative and qualitative feedback. As part of this the RABOs can include examples of feedback, however consideration needs to be given to ensuring a consistent approach is used across all the performance hubs. Further discussion between the PCCs office and the force leads is required to progress this, while the framework is still in its infancy.
P4	Ensuring the additional police officer numbers are achieved and that there is an uplift in officers in rural areas	The PCC's office to monitor the numbers of officers recruited	Improved confidence of rural communities in the police	The PCC pledge to achieve additional police officer numbers was achieved four months ahead of target. This has seen an additional 250 officers recruited, bring police officer numbers to 2152 by the end of the 2019/20 financial year. The final intake of recruits associated with this uplift, recruited and completing their training, ready to be out in communities in June 2020. The posting of student officers was initially prioritised to rural areas. West Mercia will also benefit from 93 additional officers as part of the first tranche of the government's 20,000 officer uplift programme.

P5	Ensuring local police officers are actively engaging with their rural communities to understand their issues	<p>1. Monitoring of the Problem Solving Hubs performance framework</p> <p>2. Monitoring feedback via the PCCs Confidence Survey</p> <p>3. Monitoring Feedback via the PCC's Town and Parish Council Survey</p>	Concerns and issues affecting rural communities are better understood and addressed	<p>1. As mentioned in P3 above more work is required to ensure the mechanisms in place are capturing feedback and being acted upon.</p> <p>2. The PCC's rolling confidence survey captures public opinions on policing in West Mercia, however the data is presented by LPA rather than on a rural / urban split. The Quarter 1 data shows at overall 7 out of 10 people felt that WMP understood the issues in their community. There is a variance across LPA's with the more rural LPA's having lower confidence levels. Both Worcestershire LPAs had confidence levels of 72% compared to 69% in Herefordshire and 65% in Shropshire. The survey results are subject to scrutiny at the quarterly force management group.</p> <p>3. The Launch of the PCC's Town and Parish Council survey was delayed as a result of COVID-19, however it has now been distributed to all town and parish councils, with a closing date of 9 October.</p>
P6	Work more closely with local authorities and the Environment Agency to tackle waste crime	Strengthen links with regulatory services partners and identify opportunities to identify waste crime	A reduction in rural crime	The Environment Agency is engaged in discussion via regional Rural Affairs and Wildlife Crime meetings, however their input is focused on large scale waste issues. The force strategic lead is working to engage partners at a more local level and develop relationships through regulatory services partnerships.

P7	<p>Working with the force and partners to protect the people in rural communities who are most vulnerable to serious and organised crime (Cross reference to the PCC's SOC strategy)</p>	<p>1) The PCC's policy team to work with force leads for the Problem-Solving Hubs to promote buy-in and commitment to the objectives and recommendations set out in the PCC's Rural Crime and SOC strategies to influence the strategic direction of the hubs.</p> <p>(2) The PCC's policy and commissioning teams to monitor the performance of resources within the Problem Solving hubs including RABOs and E&V trainers.</p> <p>(3) The PCC to provide funding for 2 x Exploitation and Vulnerability (E&V) trainers to sit within the We Don't Buy Crime Team (WDBC). Cross reference to the PCC's SOC Strategy</p>	A reduction in rural crime	<p>1. The problem solving hubs are in place within each LPA and the PCC's office is engaged with force leads to ensure buy in and commitment to the PCC's strategies in support of the Safer West Mercia Plan</p> <p>2. A performance framework has been developed to monitor outputs and outcomes across all the teams within the problem solving hubs</p> <p>3. The E&V trainers will work with officers / staff, partners and local businesses (including hotels, taxi firms, and licensed premises) and provide a 3 hr awareness training to cover organised crime groups and hidden harm crimes such as modern slavery and criminal exploitation.</p>
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P8	Work collaboratively with local, regional and national partners to ensure a borderless approach to preventing rural crime	<p>1. Strategic quarterly Regional Rural Affairs and Wildlife Crime Meetings</p> <p>2. Force tasking and planned operations</p>	A borderless approach to tackling rural crime	<p>1. The force strategic lead for rural crime chairs a regional strategic meeting to discuss progress in response the NPCC's Rural Affairs and Wildlife Crime Strategies. The meeting is attended by range of internal and external stakeholders and provides a forum for the sharing of rural crime issues, best practise and opportunities for joint working. An example of this is the impact of sheep rustling (and subsequent illegal butchering) impacting on all of the regions forces. This led to a sharing of intelligence and joint working.</p> <p>2. There are regular tasking meetings at force and LPA level, where intelligence is used to target resources towards tackling high harm / priority crimes, including tactics to distract and disrupt those causing the most harm in communities. This includes planned operations to target County Lines which often impact in rural communities.</p>
P9	Working with the force communities and partners to promote the use of volunteers and watch schemes across rural communities	<p>1. Provision of funding to the force for a part time watch coordinator to develop and promote watch schemes across West Mercia</p> <p>2. Cross reference to R5</p>	Empowered communities	<p>The PCC provides funds for a part time Watch Scheme Review Officer (WSRO) within the force who provides the strategic link between partners, agencies and the Police to work together in relation to all forms of watch schemes. This includes:</p> <ul style="list-style-type: none"> • Regularly visit SNTs offering advice and information about working with local watch schemes, including sign posting to where resources are available. • Support officers to advise members of their communities to become watch scheme members. <p>The work of the WRSO has been impacted by Covid 19 with a number of engagement events and planned visits cancelled.</p>

P10	Ensure that the needs of rural communities are considered in any of the commissioned services or funding provided	<p>1. Needs assessments to be undertaken to inform the PCC's commissioning intentions</p> <p>2. Review of the PCC's Commissioning and Grants Strategy</p>	Consistency in services and support	<p>1. A series of needs assessments have been completed which focus on the following priority areas;</p> <ul style="list-style-type: none"> • Domestic Abuse • Sexual Abuse and Violence • Violent crime • Hate crime • Stalking and Harassment • Roads • Cyber crime • Serious Organised Crime • Modern Slavery & Human Trafficking <p>Findings from the assessments will be used to inform future commissioning intentions to ensure an equitable level of service across all of West Mercia's communities</p> <p>2. Refer to P11</p>
P11	Use the PCC's commissioning intentions to ensure the victim of a crime accessing services funded by the PCC are not disadvantaged by their location	Review of the PCC's Commissioning and Grants Strategy	Consistency in services and support	The 2016-2022 Commissioning and Grants Strategy has been revised and published. This document sets out the PCC's commissioning approach and principles undertaken by his office to achieve the aspirations of the Safer West Mercia Plan. Within the strategy is a commitment to ensure (where applicable) services will be commissioned West Mercia wide to ensure equitable access to provision.
P12	Work with the force and partners to identify repeat victims of crime and anti-social behaviour and effectively manage our response to their needs	The PCC's Commissioning and Policy Teams to work with the force to develop a set of victim metrics	A reduction in rural crime / A reduction in the harm caused by crime	A recommendation arising from the needs assessments carried out on behalf of the PCC was that there needs to be a central place where it is possible to see a complete picture of the provision of services and performance for victims. Work to address this will commence in September

Intelligence				
NO	COMMITMENT	SUPPORTING ACTIVITY	ASPIRATION/OUTCOME	UPDATE POSTION TO AUGUST 2020
i1	<p>Make better use of data and intelligence to understand issues relevant to rural communities.</p> <p>Work with the force to develop a suite of measures that better reflect the rural crime and wildlife crime issues affecting our rural communities</p>	Review of rural crime recording	The true picture of rural crime is fully understood	<p>An initial meeting Chaired by the Force Strategic Lead for Rural Crime was held in March 2020. This brought together key internal stakeholders to discuss the issues and scope the work required to take this forward. It was agreed that the most effective approach would be to improve the rural crime 'qualifiers' on the command and control system when it has migrated from OIS to SAAB</p> <p>Aug update: This project has been impacted by Covid 19, changes to performance personnel and more recently the move onto SAAB. The work on rural crime qualifiers in SAAB is a low priority within that project which will delay the rural crime project.</p>
i2	Work with partners to identify people and groups that cause the most harm in our rural communities	Cross reference to i3		
i3	<p>Use the PCCs influence through the Crime Reduction Board and other forums to encourage partners and stakeholders to further improve the sharing of intelligence.</p> <p>Work with the force and partners to obtain and develop intelligence on hidden harm crimes such as modern day slavery.</p>	<p>The PCC will use his influence through the CRB to ensure multi-agency intelligence sharing arrangements are established. The CRB will also be used to engage and challenge agencies and organisations who remain reluctant to share information.</p> <p>(Cross reference to Rec. 4 of the SOC delivery plan)</p>	<p>The true picture of rural crime is fully understood / A reduction in the harm caused by crime</p>	<p>Work is on-going to facilitate information sharing across all partners. Information sharing is a standing item at SOCJAGs and there are examples of good practice emerging, in particular there are some very good products emerging in Herefordshire which were shared at the last CRB. It is felt that improvements in information sharing have been realised across West Mercia.</p>

i4	Work with the force, communities, businesses, watch schemes and partners to encourage an increase in the reporting of rural crimes.	Cross reference to R5		
i5	Seek to strengthen links with academia to further enhance our understanding and approach to addressing rural crime	Engage and develop links with Harper Adams University	An improved understanding of rural crime	An approach has been made to Dr K Smith at Harper Adams University seeking an initial scoping meeting to discuss how an approach could be developed.

Enforcement				
NO	COMMITMENT	SUPPORTING ACTIVITY	ASPIRATION/OUTCOME	UPDATE POSITION TO AUGUST 2020
E1	Ensuring an effective police response to reports of rural crime and antisocial behaviour	Cross Reference to P1	A reduction in rural crime / A reduction in the harm caused by crime	
E2	Ensure the force prioritise and reduces rural crime that causes the most harm in our communities	Cross Reference to P3 and P5	A reduction in rural crime / A reduction in the harm caused by crime	
E3	Ensure relentless disruption and targeted action against prolific offenders who target rural communities	Refer to P8	A reduction in rural crime	
E4	Further develop existing partnerships with neighbouring police forces to combat and deter rural cross-border criminality and the organised crime impacting on our rural communities, bringing more criminals to justice.	Refer to P8	A reduction in rural crime / A reduction in the harm caused by crime	
E5	Work collaboratively regionally and nationally to ensure those causing harm in rural communities are brought to justice	Refer to P8	A reduction in rural crime / A reduction in the harm caused by crime	

E6	<p>Ensuring the additional rural crime resources I have provided has an explicit focus on building resilience against SOC in vulnerable rural and business locations. Where relevant this should include advice and guidance in relation to cyber security.</p>	<ol style="list-style-type: none"> 1. The PCC's policy team to work with force leads for the Problem-Solving Hubs to promote buy-in and commitment to the objectives and recommendations set out in the PCC's SOC and Rural Crime strategies to influence the strategic direction of the hubs. 2. The PCC's policy and commissioning teams to monitor the performance of resources within the Problem Solving hubs including RABOs and E&V trainers. 3. The PCC will use his influence to engage with businesses at all levels, particularly those targeted by OCGs, to raise awareness, promote crime reduction, prevent re-victimisation and reduce demand on the police. This work will be facilitated by the West Mercia Cyber Partnership. 	<p>A reduction in rural crime / A reduction in the harm caused by crime</p>	<ol style="list-style-type: none"> 1. Problem solving hubs have now been set up (1 per LPA). The PCC's team have liaised with force leads to ensure that there is alignment between the activity of the hubs and the recommendations within the PCC's SOC and Rural strategies. 2. The performance framework has been developed and implemented to enable the PCC's office to monitor the performance of resources. 3. The Deputy PCC Chairs the West Mercia Cyber Crime partnership which brings together a range of partners and stakeholders to tackle cyber related crime across West Mercia. Earlier in the year the partnership ran a cyber awareness event for SMEs in Herefordshire. The We Don't Buy Crime officers and the RABO were also on hand to provide advice and signposting to resources. Covid 19 has prevented further roll out of the SME initiative, however the partnership will be meeting virtually at the end of September, which will provide an opportunity to bring forward and discuss potential initiatives
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Reassure				
No	COMMITMENT	SUPPORTING ACTIVITY	ASPIRATION/OUTCOME	UPDATE POSITION TO AUGUST 2020
R1	Build confidence in policing within rural communities	Cross reference to R5,R6 and P5		
R2	Ensure the force is accessible in rural areas and proactively engaging with its rural communities	1. Monitoring feedback via the PCCs Confidence Survey 2. Monitoring Feedback via the PCC's Town and Parish Council Survey	Improved confidence of rural communities in the police	<p>The PCC's rolling confidence survey captures public opinions on policing in West Mercia, however the data is presented by LPA rather than on a rural / urban split.</p> <p>Residents in Shropshire least confident in being able to access the police in either an emergency or non-emergency; residents of South Worcestershire most confident in both situations Just under a third (31%) of residents report that they see an officer or PCSO at least once a week with over half (58%) satisfied with the levels of policing in their local area. The more rural LPAs of Herefordshire (25%) and Shropshire (30%) were areas of West Mercia where residents were least likely to see a police officer or PCSO. Overall, satisfaction with visibility has increased 5% from the previous quarter and is now at the highest level since tracking began</p> <p>The PCC's Town and Parish Council Survey has been delayed as a result of Covid 19 and is open until the 9 October</p>
R3	Provide a visible and responsive service that meets the needs of all its rural communities			

R4	Ensuring the PCC investment in resources to tackle rural crime are effectively utilised	Cross reference to P1		
R5	Using communications to actively promote rural crime and wildlife crime matters	<p>1. Force - Review and refresh of the rural comms strategy in line with the West Mercia Rural Affairs and Wildlife Crime Strategies</p> <p>2. PCC – Roll of the PCC's Rural Focus Campaign</p>	Improved confidence of rural communities in the police	<p>Following a period of time where there was no identified communications lead for rural crime a member of the Force Communications team has been identified as lead. They are currently reviewing the existing (old) Rural Crime Comms Strategy with a view to refreshing and relaunching this. The PCC's office have engaged with the Comms lead to ensure the PCC's Rural Crime Strategy influences the approach taken. Rural crime comms and positive messaging has continued to be distributed by the LPA comms officers and RABOs. For example the Herefordshire RABO has posted a number of social media articles/signposting have resulted in a total of 11,432 views and 343 likes and the Business Community followers via LinkedIn are up 8 from 490 to 498 and continues to be a growth area.</p> <p>2. As part of his rural focus campaign the PCC undertook a series of Rural Focus events, which were delivered between January and March. The events reached out to some of West Mercia's most rural communities and enabled the PCC to listen directly to the concerns of rural communities. The events, which were delivered to coincide with the launch of the PCCs Rural Crime Strategy, have provided a wealth of crime prevention advice, and given people the opportunity to collect a free SmartWater crime prevention pack and talk to specialist rural and business officers and local policing teams. Covid 19 has impacted on the subsequent roll out of any further events, but work is ongoing to promote rural crime related activity wherever possible and it is hoped to deliver the rural focus events using other engagement methods.</p>

R6	Seek views from people living in rural communities to ensure their voices are heard on policing issues important to them	Use of the Rural Focus Campaign and other public engagement activity to seek views	Concerns and issues affecting rural communities are better understood and addressed	An example of an initiative implemented following feedback from one of the PCC's Rural Focus events was launched in June providing when farmers across the counties were offered a We Don't Buy Crime farm pack
R7	Use the PCCs convening powers to highlight rural crime and wildlife issues at a local, regional and national level when opportunities arise	Lead policy officer to facilitate the PCC's contribution to the national agenda through the NRCN and APCC; ensuring the PCC is able to articulate local needs, influence the response to rural crime nationally and is sighted on emerging national trends.	Influence change at a local, regional and national level	The PCC remains engaged in rural affairs at a national level through the National Rural Crime Network and will continue to seek opportunities to influence national responses to rural crime