

# TONIC



**Police & Crime  
Commissioner  
Warwickshire**

# WARWICKSHIRE POLICE AND CRIME PLAN SURVEY

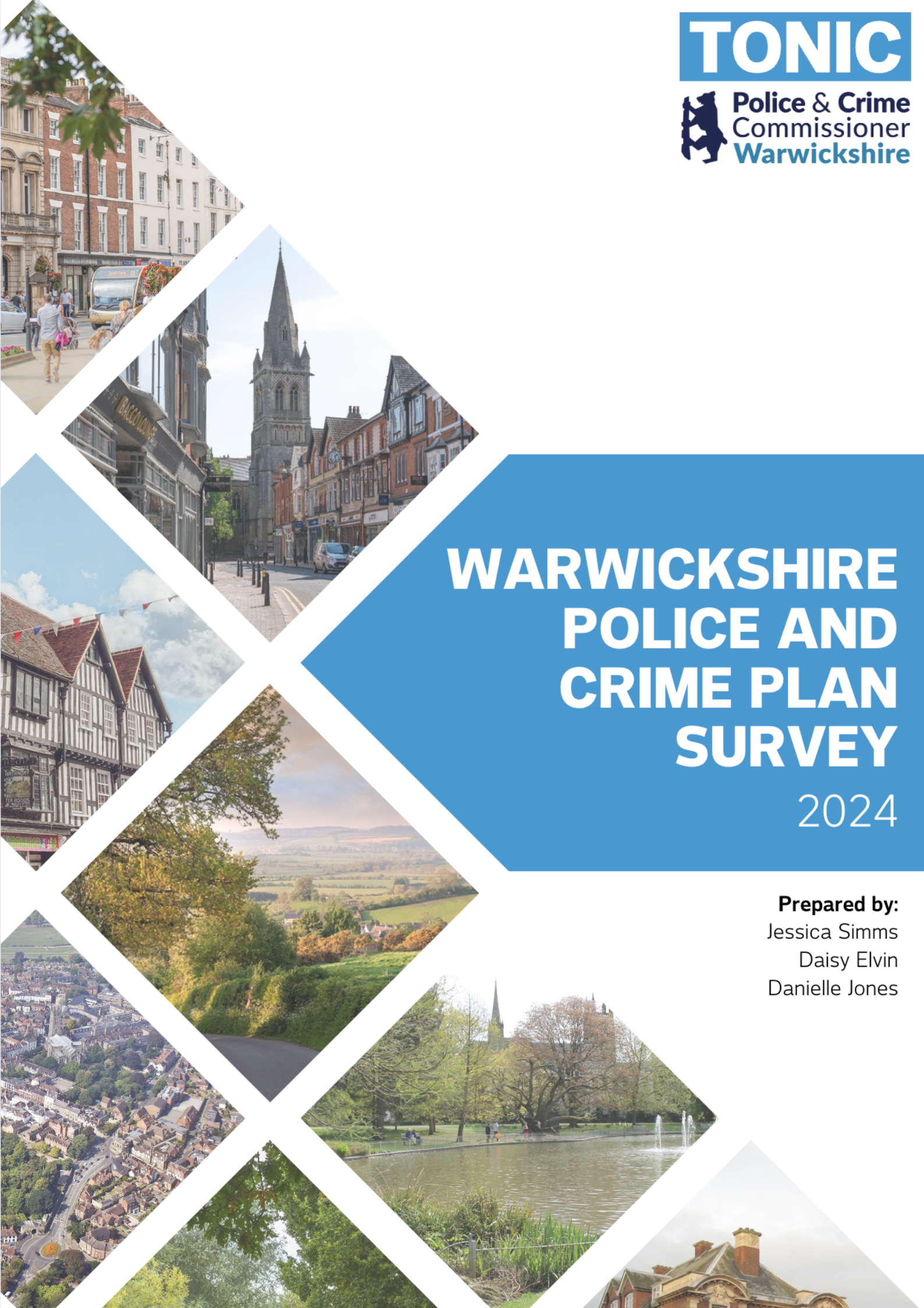
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## 1. INTRODUCTION

### 1.1. Context

The role of the Police and Crime Commissioner (PCC) is to be the voice of local people in policing and to hold the Chief Constable to account. The aim of all PCCs is to oversee the delivery of an effective and efficient police service within their force area. PCCs are responsible for the “totality of policing”. PCCs will make sure that the police meet the communities’ needs effectively; they work in partnership with a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

By law (the Police Reform and Social Responsibility Act, 2011)<sup>1</sup>, PCCs must do certain things including:

- Secure an efficient and effective police service for their area
- Appoint the Chief Constable, hold them to account for running the force and, if necessary, dismiss them
- **Set the police and crime objectives for their area through the Police and Crime Plan**
- Set the force budget and determine the precept (the policing aspect of the council tax budget)
- Contribute to national and international policing capabilities set out by the Home Secretary
- Bring together community safety and criminal justice partners to make sure local priorities are joined up.

Philip Seccombe was first elected as the Warwickshire PCC in 2016 and re-elected for a third term in May 2024.

As outlined within the above list, one of the key responsibilities of Philip Seccombe, as the PCC, is to develop and publish a Police and Crime Plan that sets out the objectives, priorities, and policing needs for Warwickshire.

### 1.2. The Task

The PCC for Warwickshire commissioned TONIC to gather feedback from people living and/or working in Warwickshire on the draft Police and Crime Plan for 2025-29 via an online survey.

### 1.3. About TONIC

TONIC is a social research consultancy with over 15 years of experience leading central and local government research. TONIC’s work focuses on criminal justice, public health, and social care, aiming to improve practice and give a powerful voice to service users, as well as stakeholders,

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<sup>1</sup> <https://www.legislation.gov.uk/ukpga/2011/13/contents/enacted>

partners, providers, and commissioners in shaping future service design, to inform real-world change. TONIC’s research, analysis, insights, and reporting provide a strong evidence base for the decisions that impact many of the most vulnerable groups in society.

This project was led by Research Manager Jessica Simms, alongside Head of Operations Daisy Elvin and Senior Researcher and Analyst Danielle Jones. Find out more about TONIC here: [www.tonic.org.uk](http://www.tonic.org.uk) or follow us on [LinkedIn](#).

## 2. DRAFT POLICE AND CRIME PLAN 2025-29

The below infographic provides a high-level summary of the PCC Philip Seccombe’s ‘draft Police and Crime Plan on a page’, outlining the proposed priorities for 2025-29.

Key focus areas of the draft plan include:

- **Strengthening Policing:** Enhancing efficiency and effectiveness within the police force.
- **Safeguarding People:** Protecting vulnerable individuals and addressing issues like domestic abuse and exploitation.
- **Protecting Communities:** Preventing crime, tackling anti-social behaviour, and fostering safer neighbourhoods.

Figure 1 – The PCC’s ‘Draft Police and Crime Plan on a Page’.



### 3. METHODOLOGY

#### 3.1. Design

The primary method of data collection for this project was through an anonymous online survey, which was supplemented by additional feedback activities (i.e. focus groups) conducted over a two-month period (12<sup>th</sup> September – 3<sup>rd</sup> November 2024).

#### 3.2. Materials

The online survey was hosted by TONIC on EU SurveyMonkey and consisted of both open and closed questions designed to capture qualitative and quantitative data. In order to alleviate the effects of fatigue and potential attrition, TONIC randomised the order in which the pillars were presented to participants; this ensured all pillars were explored as equally as possible.

The only pre-existing inclusion criterion was that participants needed to be living and/or working in Warwickshire to participate. Individuals who did not meet the eligibility criteria were automatically transferred to a disqualification page. A paper version of the survey was also offered to participants to mitigate for digital poverty or lack of digital literacy.

TONIC created a communications pack that contained social media assets and further promotional material that was shared with relevant stakeholders.

#### 3.3. Sample

TONIC received a **total of 1,371 responses** to the survey. Responses were received from all districts and boroughs across the county and all age categories were represented. Just under one fifth of the sample self-reported being a victim of crime in the 12 months prior (18%). The following table provides a breakdown of the demographics of the overall survey sample compared to the general population in Warwickshire (as per Census 2021)<sup>2</sup>. Largely, the sample appears to be in line with the local population in Warwickshire.

Table 1 – Demographic breakdown of survey respondents compared with the general Warwickshire population.

	Survey Respondents	Warwickshire General Population
<b>Location<sup>3</sup></b>		
North Warwickshire	17.0%	10.9%
Nuneaton	16.3%	22.2%
Rugby	13.6%	19.2%
Stratford-on-Avon	33.2%	22.8%

<sup>2</sup> [https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E10000031,E12000005,E92000001](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E10000031,E12000005,E92000001)

<sup>3</sup> All figures in the table are taken from Census 2021 data, apart from the geographic percentages which are taken from a Mid-Year 2022 Population Estimate.

Warwick	25.5%	24.9%
I do not live or work in Warwickshire	3.6%	-
I don't know	0.9%	-
<b>Age</b>		
Under 18	4.9%	27.4%
18 – 24	1.5%	
25 – 34	6.3%	12.8%
35 – 44	11.7%	12.5%
45 – 54	13.9%	13.7%
55 – 64	23.2%	13.1%
65 and over	35.4%	20.6%
Prefer not to say	3.0%	-
<b>Gender</b>		
Female	43.9%	50.7%
Male	50.8%	49.3%
Prefer not to say	5.3%	-
<b>Sexual Orientation</b>		
Asexual	1.5%	0.1%
Bisexual	1.9%	1.1%
Gay or Lesbian	2.5%	1.2%
Heterosexual	77.7%	90.9%
Pansexual	0.1%	0.1%
Prefer not to say	12.4%	6.5%
Other	4.0%	0.1%
<b>Ethnicity</b>		
Asian, Asian British or Asian Welsh	2.8%	6.3%
Black, Black British, Black Welsh, Caribbean or African	0.6%	1.3%
Mixed or Multiple ethnic groups	1.2%	2.3%
White	91.6%	89.1%
Other ethnic group	3.7%	1.0%
<b>Disability Status<sup>4</sup></b>		
Yes	20.3%	24.3%
No	71.2%	75.7%
Prefer not to say	8.5%	-
<b>Victim Status</b>		
Yes	18.1%	-
No	76.5%	-
Prefer not to say	5.4%	-

<sup>4</sup> Inclusive of: Disabled under the Equality Act: Day-to-day activities limited a lot; Disabled under the Equality Act: Day-to-day activities limited a little and Not disabled under the Equality Act: Has long term physical or mental health condition but day-to-day activities are not limited.

### 3.4. Procedure

The primary form of data collection during this project was the online survey which was designed in collaboration with the OPCC. In addition, TONIC facilitated several “added value” events and feedback opportunities in order to gather further in-depth qualitative data.

Relevant organisations, such as the OPCC and the police, were encouraged to share the survey on social media to increase reach, TONIC also regularly promoted the survey across social media platforms.

The deputy PCC handed paper copies of the survey out at various events she attended, and any responses received in this manner were scanned and emailed to TONIC researchers to collate.

On 12<sup>th</sup> September 2024, four TONIC researchers attended the PCC’s partnership event: *Warwickshire working together to make our communities safer*, hosted by the PCC to launch the draft Police and Crime Plan to over 100 professionals and key stakeholders. During this event, TONIC facilitated a workshop that enabled attendees to comment on the priorities and identify any gaps or areas they felt were missing from the plan. Each table at the event was given a priority to discuss and the facilitators directed discussions to answer the following questions:

- How can the priority be actioned?
- What challenges can you foresee?
- What, if anything, is missing from the proposed priorities?

There were opportunities during the event for professionals to complete the survey, and attendees were provided with business cards to disseminate to service users and other professionals in their networks, to promote the survey.

Alongside the survey, and in partnership with relevant agencies, TONIC conducted wider engagement activities with victims, Victim Support staff, members of the Gypsy, Roma, Traveller (GRT) community, and young people via interviews and focus groups, which were based on the content of the survey.

To analyse the qualitative data gathered from the survey and other forms of feedback, TONIC broadly followed Braun and Clarke’s (2006)<sup>5</sup> six-step method of Thematic Analysis. Thematic analysis was used to explore the dataset as a whole and consider themes that emerged throughout. Within this framework, TONIC researchers used an inductive method, whereby themes were derived and grounded in the text (survey responses and transcripts), rather than being imposed on the data from a pre-existing theory or hypothesis.

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<sup>5</sup> Braun, V. Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3, 77-101.



## 4. FINDINGS

The findings section of this report summarises all of the feedback TONIC received through the online survey and additional engagement activities. The following chapter begins with an overview of the feedback received in relation to the overall draft plan and outlines some context to cross-cutting themes that span across pillars and multiple priorities. The remainder of the findings are then split by the three pillars, with each subsection containing a graph to display the level of agreement for each priority<sup>6</sup>, and an infographic to visually depict the core themes emerging from feedback around how each priority can be actioned. The open text survey responses are subsequently explored and analysed in depth, alongside any additional feedback that was received from focus group and workshop participants.

Quotes, taken directly from the survey, have been used throughout to illustrate that the findings are grounded in respondents' voices. While we have restricted the number of quotes per point, for most areas, there were many more that could evidence the themes.

### Overall Feedback on the Draft Police and Crime Plan 2025-29

Generally, participants who provided feedback in relation to Warwickshire PCC's Draft Police and Crime Plan 2025-29, expressed agreement with the proposed priorities, considering them all to be of the utmost importance. Survey respondents mostly praised the draft plan for being comprehensive and all-encompassing. However, with this, came some suggested areas for improvement or consideration.

Professionals expressed concern that the plan may be over-ambitious, with too many focuses; suggesting that the PCC could consider "prioritising the priorities" to ensure they are actionable, and that each priority receives the appropriate level of investment to guarantee a high-quality response.

*"Beware of trying to make the strategy all things to all people. Do a few things well."*

*"All of the priorities are worthy; but, if there are 12 priorities, how do you prioritise the priorities?"*

It is important to note that roads policing emerged as a particularly significant issue for many respondents throughout the survey. Some participants felt this should be elevated to a top priority within the plan. This was supported by the belief that roads policing impacts everyone, rather than being limited to specific groups.

*"I think roads policing should be HUGELY prioritised for the reasons stated in this survey – everyone is impacted by roads policing, not just a specific targeted group of people."*

*"I cannot emphasise enough how important prioritising roads policing is."*

In terms of gaps identified in Warwickshire PCC's Draft Police and Crime Plan 2025-29, participants highlighted the need for greater focus on prevention and specific initiatives targeted at women's

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<sup>6</sup> Please note, additional analysis was conducted to explore whether levels of agreement differed by district/borough; however, there was little variation in these results, so results are discussed as a whole throughout the report.

safety and tackling domestic abuse and sexual violence. Furthermore, questions were raised around where children and young people sit within the priorities. There was some concern that the focus appeared to be on young people as potential perpetrators rather than detail on how the PCC intended to protect and keep them safe.

*“Women’s safety is missing. Even when no crime has been committed, women tend to feel very unsafe when walking in the community, day or night... I, personally, just feel that making women and children feel safer is a priority.”*

*“I believe there needs to be special consideration for rape in the plan.”*

*“Please add rape and sexual violence and include child sexual abuse as well.”*

Throughout, there was recognition that the police will only be able to make progress in these areas by coordinating a multi-agency approach – on a local and national scale, as well as accounting for the challenges faced across the wider criminal justice system.

Similarly, many respondents questioned whether the plan could be realistically implemented given current resource constraints. While respondents generally supported the proposals, they feared that a lack of staffing and resources could hinder their success. There was a consensus that the PCC must focus on diversifying recruitment efforts and improving training and retention within Warwickshire Police, as well as boosting morale amongst the current workforce.

*“I worry that morale of police officers is low and by adding these 'ambitions' to their everyday workload will not have the outcomes you desire.”*

*“Recruitment of new officers is what I'd like to see in amongst these pillars.”*

There was scepticism about whether the public would be asked to contribute additional funding. Respondents expressed concern that further financial demands on the public could erode trust, particularly if visible improvements are not achieved.

*“This looks good on paper, and I support this, but it needs people to be employed to achieve all of this.”*

*“The plan covers many aspects, is the funding there to achieve all these priorities?”*

*“Good ideas but do you have the manpower?”*

Survey respondents called for ambitions to be translated into practical and measurable steps within the final version of the Police and Crime Plan, including information about an action plan with timescales, assigned responsibilities, and accountability mechanisms. Professionals also wanted to know how progress will be recorded and reported on.

*“I agree that a framework is necessary, but it all seems a bit theoretical. This is not a plan as there are no action points or timescales and responsibilities”*

*“I agree with everything in the plan; however, I would like to see the plan on how you’re going to deliver it.”*

*“How will you measure success or failure?”*

*“You should be putting clear measurable proposals forward with ways of how and who and when you plan to achieve them. This is what is missing.”*

Finally, both survey respondents and focus group participants emphasised the importance of ensuring that the language used in the final version of the Police and Crime Plan is simple and accessible. Using plain English was considered essential to avoid alienating individuals with lower literacy levels, those who are less familiar with complex, policing terminology, or whose first language is not English. Linked to this, findings indicated that clarity is required around the meaning and scope of terms such as “acquisitive crime”, “exploitation”, “violent crime and abuse” and “serious organised crime”, as there was an apparent variation in people’s comprehension of priorities related to these.

*“I feel you should keep the language used as simple and plain English as possible.”*

## Overarching Themes

From the feedback, there were a set of key themes that emerged across many of the priorities. While these are explored, where applicable, under each of the priorities, to avoid too much repetition, they will be explained in most detail when first raised, with any nuances clarified when referenced again.

In particular, the need to *Increase Police Visibility* was a theme that was repeatedly mentioned regarding all of the priorities, with participants emphasising the importance of this in all aspects of tackling crime. This was the most commonly suggested means of achieving each of the priorities. Regular foot patrols and having a strong police presence in key areas were identified as ways of reassuring communities and deterring crime, such as anti-social behaviour and driving offences. Furthermore, the visible presence of police officers was thought to be an effective way of building relationships with local communities, and especially vulnerable groups, such as the elderly, neurodivergent and those with poor mental health. However, participants identified that simply seeing police officers does not constitute visible policing and that it is also vital that the police are seen to be taking action. Linked to this, *Ensuring Proactive Policing* was emphasised in the majority of priorities and all of those under Pillar 3.

*“All the above can and should be achieved by significantly increasing levels of regular, effective, visible, present, responsive, proactive policing.”*

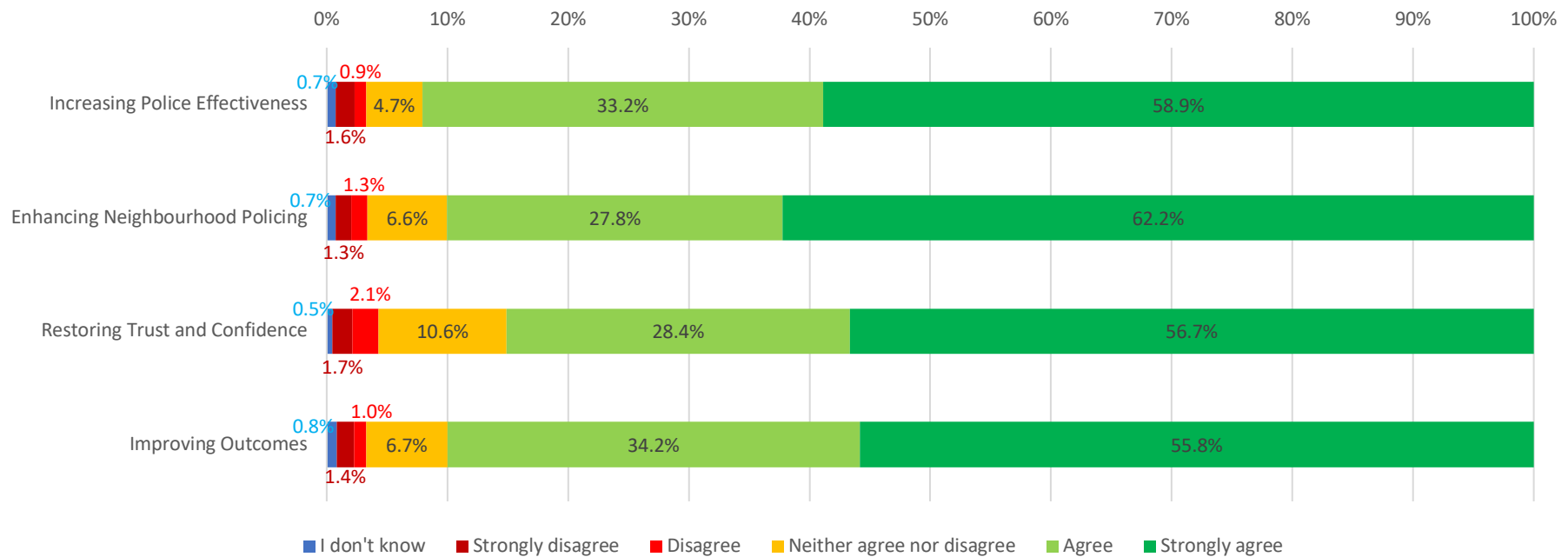
## Pillar 1 – Strengthening Policing

This section of the report explores the common themes identified in relation to each of the four priorities within Pillar 1:

- Increasing Police Effectiveness
- Enhancing Neighbourhood Policing
- Restoring Trust and Confidence
- Improving Outcomes.

As displayed in the figure below, the vast majority (> 85%) of survey respondents (n = 1,078) agreed that each of the proposed priorities within pillar 1 should sit within the 2025-29 Police and Crime Plan for Warwickshire.

Figure 2 – A graph demonstrating the extent to which survey respondents agreed the proposed priorities in Pillar 1 should sit within the new Police and Crime Plan 2025-29.



# TONIC

## Warwickshire PCC Police and Crime Plan Consultation: Survey 2024

In the infographic (to the right), percentages indicate the proportion of open text responses received within the survey in relation to this pillar that explicitly referenced each of the priorities. This shows that the feedback received in relation to the Pillar 1 priorities was fairly evenly split.

Around 11% of the open text responses received relating to this pillar were overtly positive and expressed support for all of the priorities. Conversely, approximately 8% of the written responses articulated negative feedback relating to the pillar or the priorities within it.

The infographic (below) displays the key themes associated with Pillar 1, with light blue indicating which of the priorities each of these themes were most relevant to – the details of which are explored in the remainder of this sub-section.

Figure 3 – The proportion of open text responses to explicitly reference each priority in Pillar 1.

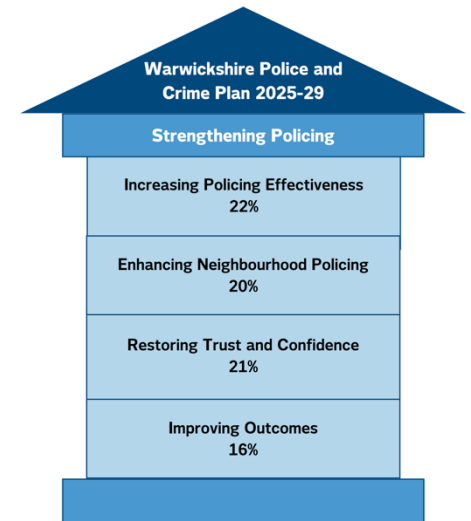
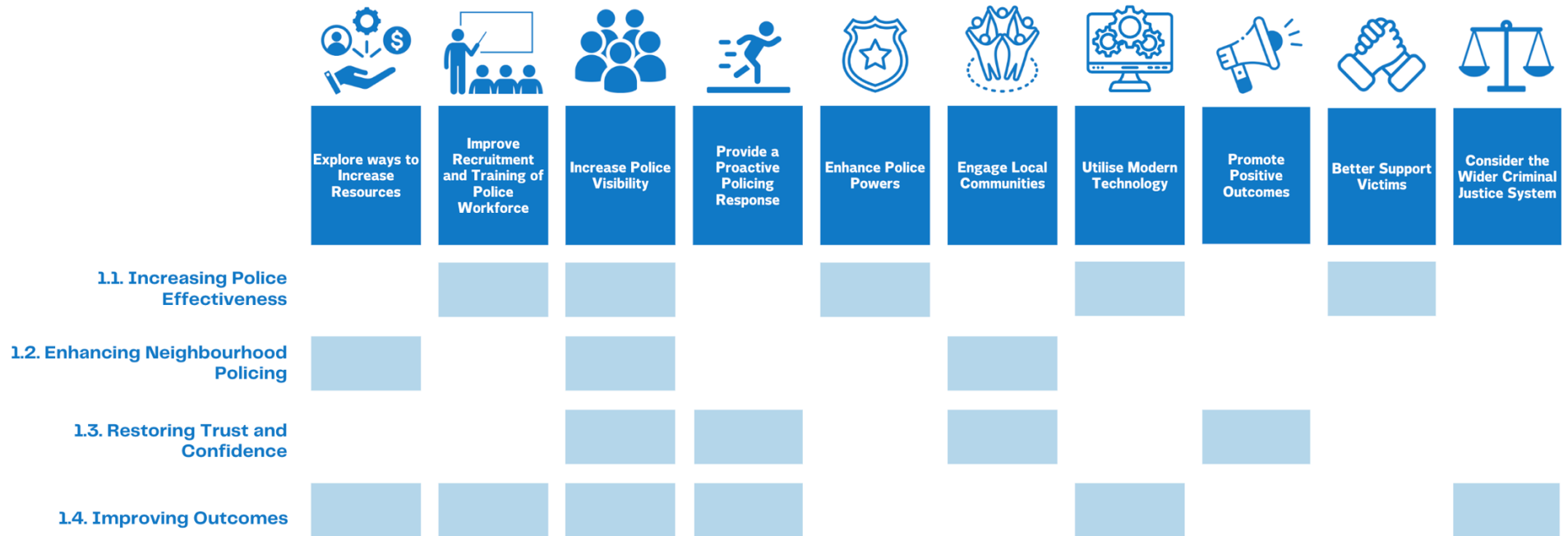


Figure 4 – Key themes associated with each of the priorities in Pillar 1.



## 1.1. Increasing Police Effectiveness

Findings from the survey responses emphasised the close connection between improving police effectiveness, building public trust, and achieving better crime outcomes. Feedback indicated that increased police presence and visibility within local communities, along with comprehensive training for police officers and new recruits, were the fundamental areas that need to be actioned in order to achieve this priority and the others within the pillar. Throughout the survey, respondents shared a desire for a more prompt response to reported incidents, and indicated a need for a clear delineation between policing and social work responsibilities, emphasising that police officers must prioritise enforcement tasks. Survey respondents were also keen to see local communities given the opportunity to support the police, and called for the force to utilise more up-to-date technologies, as well as making sure all victims are appropriately signposted to specialist support.

*“Some priorities here influence others – particularly in relation to Police Effectiveness, Improving Outcomes and Trust and Confidence.”*

*“Police need to Police not be social workers!”*

### Improve Recruitment and Training of Police Workforce

Police officer recruitment and training were raised throughout the survey in relation to improving police effectiveness. It was suggested that the recruitment process should prioritise applicants based on merit and experience to ensure the right quality and numbers of staff are appointed, in order to meet the operational demand. In addition to recruitment, adequate training was said to be essential. Specifically, the survey feedback uncovered a need for specialist training in areas such as mental health to ensure that police officers are better equipped to respond to those with diverse needs. Police officer retention was reported as being a significant challenge within the police force and is therefore an area requiring further focus from the PCC and senior police staff.

*“You need the right quality of staff, and the right numbers to achieve this priority.”*

*“More training is needed around mental health.”*

*“Recruitment and retention are a serious problem. The leadership should do more to improve these issues.”*

### Increase Police Visibility

Increasing police visibility was considered pivotal to improving police effectiveness as it will allow police officers to build relationships with the communities they serve and thus provide them with better insight into local challenges and issues linked to crime. It was suggested that greater effectiveness can be achieved by reducing bureaucratic processes and allowing police officers to allocate more time to community-based activities, rather than administrative tasks.

*“We need to populate the county with police officers, not have them sat in back-office roles.”*

*“Coming into the community to speak to people, like me, with mental health problems, and talk about how vulnerable people would like to be supported.”*

*“Having an understanding of communities and reasons for their choices and behaviours.”*

## Enhance Police Powers

Findings highlighted the need to enhance police powers and response capabilities in order to improve perceived effectiveness. The effective initial response to crime reports was said to be key in maintaining public trust, while dissatisfaction with "soft" advisory approaches to offenders was reported to hinder it. There was a clear demand throughout the survey for more decisive and action-oriented police interventions, with significant support being shown for increasing stop-and-search and arrest powers, coupled with a call for greater accountability when police officers themselves fail to uphold standards.

*"Disband all of the extra teams and put everyone back out on response so they have capacity."*

*"Police need more stop and search /arrest power."*

## Utilise Modern Technology

The use of enhanced technology was suggested as a way to help the police improve their effectiveness. Allowing local residents to report intelligence updates via text or an app, which could help to identify and address behavioural patterns earlier, was one way in which respondents indicated technology could be utilised. The current police systems, such as Athena, were considered inadequate and said to waste substantial police time. Respondents called for efforts to focus on further minimising paperwork and eliminating "redundant processes" to increase efficiency. Similarly, professionals at the PCC's partnership event believed that all police forces should be using the same crime recording system and that investment in innovative technology such as Artificial Intelligence (AI) could better support police admin tasks.

*"Authorities need to be given more funding for better technology."*

*"Improved availability and use of technology. Remove outdated paperwork."*

Simplifying communication channels for the public to contact the police, whether by phone or online, was also said to be crucial, with feedback describing the current processes as cumbersome. There was an acknowledgement throughout the survey responses that adequate funding would be necessary to invest in improved technology and up to date innovative solutions.

## Better Support Victims

Several survey respondents suggested that effective and consistent communication is essential to improving police effectiveness in relation to victims. Feedback about victim care emphasised the importance of receiving timely updates and having a dedicated single point of contact within the police for each case. Improving the standard of overall victim care was viewed as a must.

*"Victims of crime need to be supported and looked after, kept up to date regularly, and given a single point of contact."*

*"Communication between victims and the police has room for improvement."*

Specific survey responses were received in relation to the handling of cases involving sexual violence and rape, where the current police response, attitudes, and communication were said to often "fall

short". Survey respondents advocated for trauma-informed response training for police personnel at all levels in order to minimise the risk of re-traumatising victims and improve evidence gathering.

The feedback during the focus group with Victim Support staff and from professionals who attended the PCC's partnership event mirrored the above points, particularly in relation to the need for improved communication between investigators and victims.

## 1.2. Enhancing Neighbourhood Policing

In addition to the need for increased resourcing and a more visible police presence, findings from the survey suggested that effective community engagement plays a key role in enhancing neighbourhood policing, by fostering trust, improving communication, and proactively addressing community needs. Many respondents viewed strengthened neighbourhood policing as one of the most effective ways to achieve the wider priorities within the draft Police and Crime Plan. All of the focus group engagement echoed the need for increased police visibility and a meaningful connection with the community.

### Explore Ways to Increase Resources

Respondents suggested that enhancing neighbourhood policing would rely on the strengthening of local Safer Neighbourhood Teams (SNTs), ensuring they are well-equipped to address local community concerns effectively. The need for more funding, resources and recruitment of full-time regular police officers was emphasised, to support the development of larger, more effective neighbourhood policing teams to enable impactful and sustained neighbourhood policing efforts.

*"There is a general observation and understanding relating to there needing to be additional resource/funding to enable true neighbourhood policing."*

### Increase Police Visibility

Respondents proposed that enhancing neighbourhood policing would require a concentrated effort on increasing the visibility and number of police officers patrolling communities. Feedback suggested that a greater presence of police officers "on the beat" would serve to reassure residents, deter crime, and bolster public confidence. Additionally, it was reported that regularly seeing police officers, particularly around schools during drop-off and pick-up times, would increase impact, as police officers can promote road safety, enforce speed limits, and discourage mobile phone use while driving. The importance of having police officers present in both rural and urban areas, including residential estates at night, were suggested as ways to deter anti-social behaviour and maintain community safety.

*"We need to see police on the streets, around schools at drop off and pick up times, advising people on safer driving, child safety and adhering to the speed limit and not using a mobile phone while driving."*

*"We need more visible police presence on our streets and in our local neighbourhoods."*



*“Increase visibility. I've lived in this village for 15 years and I've seen a police officer on the beat only once.”*

*“Visible police presence can, in my opinion, reassure older people in communities who may live alone.”*

Those who took part in the young people focus groups stressed the need for police officer presence to become “the norm” within schools, and identified how they would like the opportunity to develop a trusting relationship with the police.

### **Engage Local Communities**

The development of a meaningful community engagement strategy was proposed as a way to enhance neighbourhood policing. The findings from the survey indicated that the public feel they can play a significant role in enhancing neighbourhood policing by actively participating in community safety initiatives. One proposed approach was the introduction of programmes that enable residents to support policing efforts, such as “light-touch training” opportunities. It was believed that this could help to foster stronger connections between residents and police officers, facilitating access to valuable intelligence.

*“Residents are keen to help, is there an initiative where we can assist? What about training for people to support in their local residential area?”*

*“Become a part of the community and the community will assist with intel.”*

*“Knowing the community will work towards this.”*

*“Communities have so much to offer to the police if you get them 'on side'. We are your eyes and ears.”*

Similarly, hosting regular police-led open meetings in community spaces, along with police officer participation in local events (i.e., village fetes), community forums and residential and parish meetings, were described as valuable ways to engage local communities to enhance neighbourhood policing.

*“I think that having open meetings in a Village Hall or similar and asking locals to attend always helps.”*

*“More police presence in the small villages and at events like village fetes.”*

### **1.3. Restoring Trust and Confidence**

Survey responses indicated that restoring trust and confidence in the police is a priority filled with complexity. It was evident that there were varying perspectives in relation to the need and approach to this among the public. While some questioned whether a decline in trust has occurred, there was a general agreement among respondents that public confidence is heavily influenced by police effectiveness and crime outcomes, as well as national media coverage. Although trust in Warwickshire Police was generally perceived to be strong, there was acknowledgement that communication between police officers and victims could be improved. Additionally, respondents emphasised the need for greater visibility, transparency and accountability to restore public trust and confidence in the police, as well as highlighting the importance of having approachable police officers who provide timely responses to callouts.

*“I didn’t realise trust and confidence needed restoring?”*

*“I believe the trust is already good within Warwickshire police; however, communication between victims and the police has room for improvement.”*

## **Improve Recruitment and Training of Police Workforce**

Rigorous vetting and recruitment processes were described as essential to minimise the risk of damaging behaviour and instances of dishonesty from within the force. The public called for better training and stated that the police must take accountability when incidents do arise. Respondents wanted to see the prosecution of “rogue officers” and strict consequences for abuses of power, as this was considered necessary to uphold integrity and reinforce public trust in law enforcement.

*“I feel that the police can restore trust and confidence by having strict consequences for officers that abuse their position.”*

*“Reduce police dishonesty, vet recruits more thoroughly.”*

Representatives from the GRT community further endorsed the requirement for police officers to build trust and confidence within minority communities, suggesting that the force needs to aim for a more diverse workforce through their recruitment efforts to truly represent the whole of Warwickshire.

## **Increase Police Visibility**

Public sentiment strongly favoured having more police constables patrolling neighbourhoods rather than predominantly relying on Police Community Support Officers (PCSOs). In areas like Stratford, there was a perception that PCSOs have replaced traditional police officers, and this was reported to have negatively affected public confidence. The preservation of dedicated and visible neighbourhood policing teams and the prevention of their diversion to understaffed response roles was considered imperative.

*“Neighbourhood teams need to be protected as a unit and not used to backfill response teams etc. when they are understaffed.”*

## **Provide a Proactive Policing Response**

The survey responses emphasised how restoring trust and confidence in the police hinges on proactive policing strategies. Prompt attendance when a crime is reported, as opposed to managing incidents primarily over the phone, was viewed as a way to demonstrate a commitment to serving the public and keeping people safe. Maintaining professionalism during police interactions with members of the public was reported as a key factor in fostering trust; participants identified a need to ensure police responses are fair and handled in an unbiased manner.

*“Trust and confidence comes about by really dealing with all offences without fear or favour regardless of ethnicity and gender.”*

The Professional Standards Department was suggested to be pivotal in driving both reactive and proactive efforts to rebuild public trust. It was evident from the survey that success in relation to

transparency requires police officers to avoid actions that may undermine public confidence, actively engage with complaints, and treat all individuals with respect.

*“The PSD [Professional Standards Department] department should be at the cutting edge of this priority and should be both reactive and proactive.”*

*“Simply stop doing things that reduce public trust. Increase transparency, listen to complaints, treat people with respect.”*

## Engage Local Communities

Although similar themes arose from those attending the PCC’s partnership event, discussions relating to the importance of partnership working within this priority also featured. Wider professionals implied that the police cannot work in silo to restore public trust and confidence and that a multi-agency approach is required to open new lines of dialogue with the public and to help grow and develop positive community relationships.

Furthermore, proactive engagement with third-sector organisations, particularly those providing services to marginalised young people, was proposed as being a valuable approach to boosting confidence amongst children and young people. Those who took part in the young people focus group further highlighted the necessity of police officers taking the reports of children and young people more seriously. They expressed the need for improved communication, respect and a better understanding of poor mental health amongst young people when responding to crime reports. As such, more engagement with local communities was proposed as ways to build trust and improve confidence, especially amongst the younger population.

*“We especially need local police officers engaging with the third sector to gain the confidence of marginalised young people.”*

## Promote Positive Outcomes

Some of the survey respondents and focus group participants suggested the strategic use of social media to promote positive outcomes could be integral to increasing public trust and confidence.

### 1.4. Improving Outcomes

Survey respondents emphasised the importance of the public seeing results from reporting crime, discussing how this provides reassurance that their concerns are taken seriously, consequently leading to increased reporting. It was suggested that positive outcomes contribute to the perception that the police are able to successfully solve crime, while also heightening the deterrent effect for offenders. Several respondents stated that while a focus on outcomes is extremely important, consideration must be given to the wider criminal justice system challenges.

*“If you could improve outcomes that would also give people confidence to report crime knowing that something would be done.”*

*“Police should look at outcomes but not to the detriment of other priorities, outcomes can only be achieved with the evidence being present.”*

*“Improving outcomes i.e. arrests, investigations are very important to people.”*

## **Explore Ways to Increase Resources & Improve Recruitment and Training of Police**

Effective police recruitment and resource allocation was thought to have a notable impact on police outcomes. Survey feedback indicated the importance of attracting the right individuals into policing, and ensuring that recruits are well-trained, flexible, and adaptable. It was raised that cases involving sexual violence require particular attention from specially trained teams, due to the low conviction rates, slow processes, and limited criminal justice support for victims. Additionally, respondents suggested that in order to achieve meaningful improvements, Warwickshire police require increased resources, more specialist officers, and comprehensive trauma training for all personnel involved in handling cases with vulnerable victims.

*“The outcomes may be achieved with well trained staff who are flexible and adaptable.”*

*“Victims need more transparency, more time and trauma-informed approaches, all of which require extra resources, more specialist officers and trauma training.”*

One specific training need that was identified for police officers was around the application and benefits of Out of Court Resolutions (OOCRs), with responses stating that this approach results in swift and effective justice, compared to lengthy court proceedings.

*“General public and victims do not know enough about OOCRs, but when they do, they are usually very supportive.”*

## **Provide a Proactive Policing Response & Increase Police Visibility**

As with all of the other priorities, there was a general consensus that increased police visibility and presence in local communities will drive improvements in policing outcomes, with responses highlighting the importance of visible efforts to catch criminals and prevent crime. It was made clear that communities would like to see more thorough investigations of all reported crimes and a greater focus on bringing offenders to court in order to provide a stronger deterrent. It was further implied that providing a proactive response to crime, rather than simply issuing crime numbers, would demonstrate a commitment to meaningful police action and accountability.

*“Responding to crime, not just giving a crime number. If people report crime, they want to feel the police are going to do something about it.”*

Survey respondents stated that “lower level” crimes, such as shoplifting and anti-social behaviour, should not be neglected, as prosecuting these offences shows the community that every issue is taken seriously.

*“The police often appear to do very little about lower-level crimes that have been reported, and there is no feedback on any action taken once a crime is reported.”*

*“Catching criminals and preventing crime is most important and letting us know your success rate.”*

### **Utilise Modern Technology**

The use of enhanced technological advancements was suggested as a way to significantly improve policing outcomes. Examples, such as using AI to improve communication with crime victims, were provided as potential ways to streamline updates and ensure consistent, timely information; thereby enhancing victims' engagement and overall experience with the police. Respondents stated that by equipping police officers with the best available technology they are more likely to have success when gathering evidence and investigating reports of crime.

*"Give them the best technology available."*

*"Investigate the use of AI in improving communication with the victims of crime."*

### **Consider the Wider Criminal Justice System**

Feedback received from victims and Victim Support staff raised issues relating to the wider criminal justice system process, such as long delays and a general lack of communication. These were said to further negatively impact on victims who are often already likely to be distressed or vulnerable. This feedback emphasised the need for victims to receive timely and effective specialist support, with a sense that without it, many victims would have dropped out of the prosecution process due to feeling overwhelmed. As such, the influence of challenges within the wider criminal justice system must be considered by the PCC when implementing the future Police and Crime Plan, especially when exploring ways to improve outcomes.

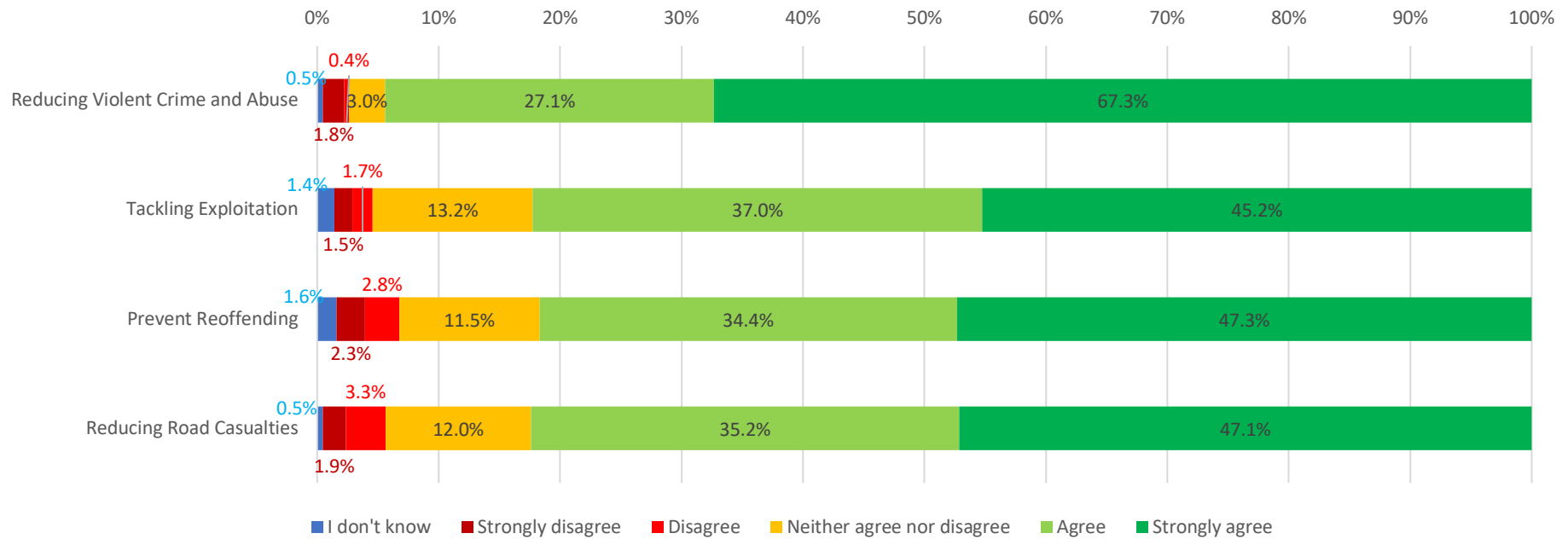
## Pillar 2 – Safeguarding People

This section of the report explores the common themes identified in relation to each of the four priorities within Pillar 2:

- Reducing Violent Crime and Abuse
- Tackling Exploitation
- Preventing Reoffending
- Reducing Road Casualties.

As displayed in the figure below, like pillar 1, the vast majority (> 80%) of survey respondents (n = 1,077) agreed that each of the proposed priorities within pillar 2 should sit within the 2025-29 Police and Crime Plan for Warwickshire.

Figure 5 – A graph demonstrating the extent to which survey respondents agreed the proposed priorities in Pillar 2 should sit within the new Police and Crime Plan 2025-29.



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## Warwickshire PCC Police and Crime Plan Consultation: Survey 2024

In the infographic (to the right), percentages indicate the proportion of open text responses received within the survey in relation to this pillar that explicitly referenced each of the priorities. This shows that the written feedback received in relation to the Pillar 2 priorities was more varied than Pillar 1.

Pillar 2 received less overtly positive or supportive open text responses (14%) than those which articulated more negative feedback (16%), suggesting mildly less support for this pillar in comparison to the other two.

The infographic (below) displays the key themes associated with Pillar 2, with light blue indicating which of the priorities each of these themes were most relevant to – the details of which are explored in the remainder of this sub-section.

Figure 6 – The proportion of open text responses to explicitly reference each priority in Pillar 2.

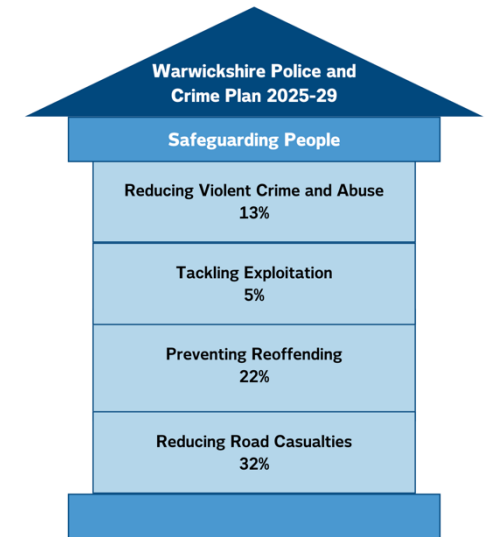
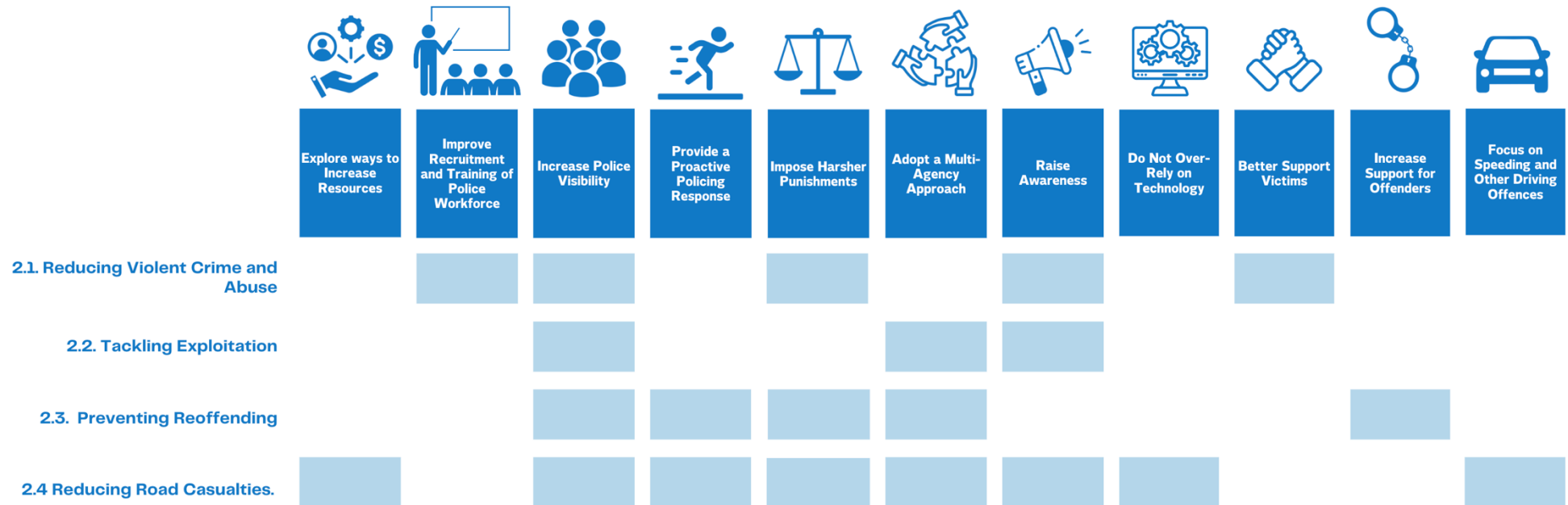


Figure 7 – Key themes associated with each of the priorities in Pillar 2.



## 2.1. Reducing Violent Crime and Abuse

Findings from the survey affirmed the importance of reducing violent crime and abuse being a priority in Warwickshire; particularly because this was perceived by many to be an increasing issue. Violent crime and abuse were reported to affect individuals across all ages and genders, with concerns raised about the impact of social media on young people. While respondents acknowledged the central role of the police in addressing violent crime, they also emphasised how other agencies hold some responsibility in this area, especially in relation to education and early intervention. Likewise, feedback shared by professionals attending the PCC’s partnership event stressed that violent crime and abuse is a societal issue and that tackling it is “everybody’s responsibility”. There was a call for more proactive policing efforts and harsher punitive repercussions for offenders, alongside more robust support for victims.

*“The world in general seems to be a more violent place. We need to feel safe.”*

*“Other agencies have responsibility in terms of education and early intervention to break cycles of violence and abuse.”*

*“It [violent crime and abuse] is exponentially increasing and there is a tidal wave of new offenders and victims being created in our young people with exposure to social media.”*

### Explore Ways to Increase Resources

Survey participants proposed tools such as stop and search practices and the increased use of “knife arches<sup>7</sup>” to enhance policing prevention efforts. However, they acknowledged that the police face significant resource constraints, and that more specialised policing rather than increased officer numbers may have a greater impact on this priority.

*“More stop and searches.”*

*“More knife arches.”*

### Improve Training of Police Workforce

The survey responses indicated that reducing violent crime and abuse requires enhanced police training. In particular, respondents emphasised the need for improved training for police officers who work on domestic abuse and/or sexual violence and rape cases, to encourage greater empathy and provide awareness of trauma-informed practices. Respondents provided suggestions of what the training should include: for example, exploration of the impact on victims, recognition of behaviours (i.e., stalking and harassment) that may escalate to serious harm, an understanding of trauma-informed practices, and Crown Prosecution Service (CPS) guidelines.

*“Better training for police is needed around rape and sexual violence.”*

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<sup>7</sup> Metal detecting knife arches are large, doorframe-like structures fitted with a powerful metal detector designed to spot potentially dangerous items concealed on the person passing through. <https://www.itsecurityinc.co.uk/how-do-metal-detecting-knife-arches-work/>



*“Domestic Abuse – robust and appropriate training for police to ensure better understanding of the long-lasting impact on the victim/survivor. Training also on stalking and how it can lead to assault or murder.”*

*“In-depth training for police on trauma-informed approaches and Crown Prosecution Service guidance around reasons for No Further Action in sexual violence cases. Cases are still being turned down based on rape myths or ‘one word against another’.”*

### **Increase Police Visibility**

Survey responses again highlighted the importance of having visible police officers to reduce violent crime and abuse by deterring criminal activity and encouraging more victims to come forward. Indeed, some respondents expressed frustrations over long periods without seeing a local officer.

*“Reducing violent crime and abuse can be tackled by re-instating local Police Officers/Community Officers as we used to have, as they knew where the issues were and had a presence.”*

*“There really needs to be much more evidence of police on the beat – it’s been months since I saw our local police officer.”*

### **Provide a Proactive Policing Response**

Survey responses indicated that a proactive police response is crucial for reducing violent crime and abuse, with adequate staffing levels being necessary to swiftly and competently address and investigate incidents.

*“Having sufficient police officers to deal swiftly with reported incidents and ensuring incidents are investigated promptly and competently.”*

*“Police need to respond to domestic and sexual violence far better. There are too many cases where police let victims of these violent crimes down. The response needs to be consistent.”*

### **Impose Harsher Punishments**

Respondents emphasised the importance of introducing tougher sentencing and taking crime reports seriously in both creating a strong deterrent to violent crime and improving the public’s trust in the police. The GRT community further went on to suggest that a “zero tolerance” approach is necessary by both the police and wider criminal justice agencies in relation to crimes where a weapon has been used to ensure prevention.

*“Much bigger fines and longer prison sentences are needed.”*

### **Raise Awareness**

The survey responses highlighted the need for schools and other educational settings to address topics like consent and the influence of pornography, in order to promote early awareness and healthy attitudes towards sex amongst young people. Respondents suggested that a more coordinated and collaborative approach between families, schools and the police is required. In addition, survey respondents strongly believed police officers should take part in workshops

alongside specialist service providers to help raise awareness of specific crime types. GRT representatives emphasised the need to identify role models within communities to work with young people and advocate against violent crime and reoffending.

*“It starts from a young age and a coordinated approach with families and schools is essential to stop further escalation.”*

Awareness raising and educational efforts that target offenders were also viewed as important, with suggestions about targeted training and restorative justice practices to inspire long-term behavioural change and violence prevention.

*“There needs to be a greater focus on re-educating those who carried out the behaviour using provisions such as non-violent communication training courses and restorative processes.”*

## **Better Support Victims**

The need to make it easier for victims to seek help came out as a prominent theme in response to this priority – participants felt strongly that victims should feel supported and protected throughout their interactions with the police. Improved handling of domestic abuse cases, more frequent use of protective tools such as Claire’s Law, and generally improving mechanisms of signposting to accessible and effective support for victims/survivors were all considered essential.

*“Provide effective and accessible support for victims/survivors.”*

*“More Claire’s Law should be given out.”*

*“More help and support for vulnerable people and children is needed.”*

## **2.2. Tackling Exploitation**

The survey responses revealed mixed perspectives on Tackling Exploitation, reflecting varying levels of public understanding and concern towards the issue. Responses highlighted uncertainty around cyber-crime and whether it falls within the scope of Tackling Exploitation. Several respondents were uncertain of the prevalence of exploitation in Warwickshire or indicated that addressing exploitation may be more suitable as part of a national strategy, due to its cross-border complexities. Some respondents expressed interest in learning more about the ongoing efforts to tackle exploitation, while others viewed the term exploitation as overused and felt it was less pressing than other priorities, believing that focus should instead be on drug-related crimes.

*“I’m unsure about tackling exploitation as unaware whether exploitation is a problem in Warwickshire.”*

*“Tackling exploitation – this should be on a national plan. I’m not sure if this is an issue in our area?”*

*“I would be very interested to know what work is undertaken to tackle exploitation.”*

*“Exploitation is a low priority for most people.”*

*“Exploitation’ It’s an overused concept.”*

### **Increase Police Visibility**

In terms of police visibility for this priority, respondents stressed the importance of police teams regularly visiting farms and businesses across Warwickshire in order to quickly identify and address modern slavery.

*“Tackling exploitation – modern slavery in the farms. Talk to farmers, conduct surprise visits to see who’s working there and check against your records.”*

### **Provide a Proactive Policing Response**

Suggestions from the survey included the need for an effective police response, by utilising more effective systems that are specifically designed to address county lines and cross-border crimes, in addition to targeting money laundering operations. The strategic deployment of CCTV cameras in police hot spot areas, was also proposed as a measure to bolster the prevention and proactive response efforts to exploitation.

*“Implement systems to tackle county lines crimes and cross border crimes and tackle money laundering.”*

### **Adopt a Multi-Agency Approach**

Survey respondents indicated that effectively tackling exploitation would require a collaborative, multi-agency approach that extends beyond the capabilities of the police alone. It was proposed that agencies including social services should take a leading role in addressing issues related to exploitation, enabling the police to focus on other core duties, such as supporting and prosecuting offenders when cases are identified. By working in partnership with other organisations, it was believed that the police would have increased scope to be more effective in addressing the root causes and wider factors driving exploitation.

*“Tackling exploitation should be a multi-agency campaign.”*

*“I think exploitation should be done by others such as social services. The police can’t do everything.”*

*“Exploitation should be a joint approach where the Police prosecute when cases are identified.”*

### **Raise Awareness**

The limited survey response in relation to exploitation emphasises the need to increase public awareness through targeted education campaigns aimed at improving understanding. Information materials should also stress the support available to victims of exploitation, particularly those who have arrived from outside of the UK who may be worried about the consequences of reporting or seeking help for their situation.

*“Increase public awareness of exploitation through education campaigns.”*

Respondents felt that many instances of exploitation remain hidden within communities and were keen to understand warning signs to look out for so that they can assist in the identification of potential occurrences. It was also suggested that targeted awareness raising with business owners

would promote fair and ethical employment practices and likely reduce the risk of worker exploitation.

*“Exploitation of workers within our communities is a hidden problem. Interaction with businesses is important.”*

### 2.3. Prevent Reoffending

Many respondents viewed the prevention of reoffending as a critical priority; however, responses revealed a range of perspectives on the role of the police in this effort. Many participants suggested that the responsibility for preventing reoffending should primarily sit with prison and probation services. Participants raised questions about whether PCC investment might be better allocated to other areas of policing. Opinions varied on the best approach to this priority, with some advocating for strong enforcement and a visible police presence, while others proposed a rehabilitative approach that supports former offenders in reintegrating into society. Overall, reducing reoffending was viewed as having a positive impact on other areas of policing and crime prevention, with increased police visibility highlighted as being a key deterrent to reoffending behaviour.

*“Reoffending is an issue that should sit with a bigger group, including social services, probation and local government.”*

*“Preventing reoffending is an ideal but would require considerable investment which might better be spent in other areas.”*

*“I believe preventing first time offenders from committing a crime in the first place should be a higher priority as it makes it easier overall as you don't have to stop them reoffending as they have never committed an offence in the first place.”*

*“Preventing reoffending will have a positive effect on all other priority areas.”*

#### Increase Police Visibility

Increased police visibility was viewed as important for addressing this priority as respondents considered it to be a key deterrent to reoffending behaviour.

*“Police visibility is important to deter reoffending.”*

#### Impose Harsher Punishments and Stricter Sentencing

The need to impose greater consequences for reoffending was highlighted within responses, particularly for drug-related crimes, violence, or abuse. Respondents emphasised the need for the courts to impose stricter sentencing, suggesting that longer prison terms, larger fines, and more severe penalties for repeat offenders could serve as a strong deterrent to criminal behaviour and go a long way in supporting police efforts, ensuring public safety, and providing reassurance.

*“It is up to the law courts to prevent reoffending, by providing tougher sentencing.”*

*“More severe penalties for offenders and longer sentences.”*

Community Service was considered a productive way for offenders to contribute to society, with tasks such as maintaining public spaces, emptying waste bins and improving the overall condition of shared areas, suggested within the survey.

*“Offenders should be given stronger penalties and community service should be used to empty public waste bins and keep public areas like parks etc. to enable people to actually use them.”*

## **Increase Support for Offenders**

Somewhat in contrast to the above, many of the respondents proposed that efforts to reduce reoffending should remain positive, collaborative, and focus on helping individuals rather than over-relying on policing and punishment. The need to develop and implement a comprehensive system for reintegrating ex-offenders back into society was recommended by survey respondents. Support and rehabilitation for offenders both during and after their prison sentences was considered imperative. Respondents understood the need for offenders to have access to stable housing, drug treatment programmes, and education/training/employment opportunities to decrease the chances of reoffending.

*“A better system for ex-offenders to work in the community on release – especially on early release.”*

In relation to young offenders, the consensus within the survey was to offer training in specific trades and educational programmes in order to diversify their skills and open up new opportunities away from crime.

*“I would like to see the effort to avoid reoffending to be positive in terms of working with partners to rehabilitate and help people to obtain jobs.”*

*“Education programmes for when people leave prison to increase opportunity and allow for skills diversification. Prevention requires a multi-agency approach.”*

Professionals attending the PCC’s partnership event raised the need for agencies to provide better support to the families of prisoners, stating that the support presently on offer is national and that there is little local provision. The importance of providing support to the children of prisoners was described as key to preventing intergenerational cycles of crime.

*“Preventing reoffending by ensuring released offenders have somewhere to live and by drug treatment and education.”*

*“More help inside prison is essential but also more help when they are released. A second chance may be all they need, so encouraging businesses to take on ex-prisoners.”*

## **Adopt a Multi-Agency Approach**

The survey responses and those in attendance at the PCC’s partnership event recognised the need for a comprehensive, multifaceted approach, in which partner organisations work together to develop and implement strategies to prevent reoffending. It was acknowledged that many of the root causes of offending behaviour, such as poor mental health, addiction, and trauma, require

solutions beyond the scope of the police alone. The effective coordination among services supporting individuals released from prison was described as essential, suggesting that gaps in holistic care for ex-offenders can leave them vulnerable to reoffending. In particular, the need for improved collaboration between local authorities and housing support services to reduce homelessness among ex-offenders and provide solutions that address housing needs prior to release, were emphasised.

*“Preventing reoffending should be the role of partner agencies and less of a priority for the police.”*

*“A more centralised challenge is reoffending prevention because there is a systemic failure in the prison service and community support, social care, drug abuse support, which is out of control of the police.”*

*“Providing housing related support for vulnerable people is key... an increasing number of offenders are released from prison with no fixed abode.”*

*“The services available to those who have been released from prison need to work together. Failure to do so is, in my opinion, a key reason why some individuals re-offend, they do not receive the support needed especially from mental health services, drug use or learning and disability teams.”*

*“A greater involvement with youth organisations and with parole activity so that ex-offenders can be guided and encouraged not to re-offend.”*

## 2.4. Reducing Road Casualties

It was evident from the survey that the public perceive Reducing Road Casualties as being a critical police priority, acknowledging the significant impact road crime has on the broader community. Given its relevance to daily life, respondents advocated for increased emphasis to be placed on road safety through the allocation of additional funding, provision of public awareness campaigns, and dedicated resources for road policing. Having specialised units who can conduct regular vehicle roadworthiness checks and ensure that drivers possess the necessary qualifications, was considered an essential measure to improve road safety. Several respondents emphasised the need to impose harsher penalties, including the confiscation of vehicles, and the enforcement of longer driving bans, to holding dangerous drivers accountable and subsequently save lives.

Respondents shared their personal stories of the devastating effects of road collisions and indicated the need for preventative measures like the Graduated Driving Licence scheme, and restrictions for newly qualified drivers, to reduce risk from young, inexperienced drivers. Other responses discussed the impact that reducing car dependency, by enhancing the current public transport infrastructure, would likely have on this priority. Having additional bus routes, pelican crossings, speed bumps, and cycle lanes, were all provided as examples of ways to improve general road safety.

*“Reducing road casualties impacts on every single person in the community, not just a specific targeted group of people / victims.”*

*“I believe a lot more funding, awareness to members of the public and resources / training should be spent increasing roads policing and the departments that directly work in this area.”*

*“Having experienced the devastating effects of losing a child in a road crash, caused by a young, newly qualified and hence inexperienced driver, I hope that the PCC will do all in its power to work with others to introduce Graduated Driving Licensing.”*

*“Please, please, please stop recently passed drivers carrying passengers and also stop them driving at night for the first 18 months. Very simple solution to the horrendous road deaths amongst the young.”*

*“Lower car dependence in the areas by improving public transport.”*

*“I’m not excusing it in any form but it’s no surprise drink driving is prevalent here if you can’t get an Uber to come to you outside of Leamington.”*

*“Perpetrators of dangerous driving appear to be perceived as deviant rather than criminal but should be held to account for near misses and harm caused. Language should be changed to avoid using 'accident' in situations where a driver causes harm.”*

## Explore Ways to Increase Resources

Findings from the survey responses implied that reducing road casualties is closely tied to the availability and effectiveness of road policing resources. Respondents indicated that the limited number of police officers dedicated to road policing can lead to a reactive "firefighting" approach, with police officers moving from one collision to another without adequate capacity for preventive measures. Some feedback also highlighted the demands of case preparation for the Crown Prosecution Service (CPS), suggesting this further exacerbates the workload for police officers, underscoring the urgent need for additional staff to tackle road incidents.

*“Just putting out four people, two double crewed cars is not achievable for the prevention and not good enough for the dealing with fatal incidents or the new Serious Injury by Careless Driving charge. We are currently being swamped with these and getting them to CPS [Crown Prosecution Service]. We simply require more staff to enable us to do this work properly.”*

*“Tackling drink and drug driving is essential to reducing road casualties. Increased resource with real and effective interventions will help greatly.”*

## Increase Police Visibility

The survey responses indicated that reducing road casualties requires a greater police presence on the roads to deter dangerous driving behaviours such as tailgating, speeding, and reckless driving, especially in pedestrian-heavy areas. Respondents suggested that a visible and meaningful presence of police officers is important to positively influence driver behaviour and ensure that offences are being addressed swiftly. Additionally, it was believed that this will help the police to develop a greater understanding of hot spot areas and more localised issues.

*“Presence on the roads to stop lunatic drivers, tailgate, speeding where pedestrians are.”*

*“Join local forums to monitor local issues and speeding hotspots.”*

## Impose Harsher Penalties and Stricter Sentencing

Increasing the number of officers dedicated to road policing was implied to be a crucial step, along with imposing more severe penalties and longer sentences for dangerous driving.

*“Reducing road casualties by increasing our Police numbers on the roads and again more severe penalties and long sentences for dangerous driving.”*

## Adopt a Multi-Agency Approach

Survey respondents insisted that effective collaboration between the police, local authorities, and Highways Agency is key to creating a holistic and cohesive approach to road safety. Respondents emphasised the importance of coordinated efforts with companies that require road closures, with traffic congestion raised as an issue that can result in dangerous driving behaviours and road rage incidents.

The monitoring and enforcement of parking regulations around schools, with appropriate penalties for violations, was identified as an area of work that could be coordinated without the inclusion of police officers. Initiatives such as Community Speed Watch and the introduction of a Community Road Watch that could focus on school areas, whereby photographs of non-compliant vehicles could be submitted, were ideas proposed within the survey to increase road safety. Respondents also highlighted the role of councils in improving road design, maintaining footpaths, and enhancing road infrastructure, all of which contribute to safer conditions for pedestrians, cyclists, and drivers. This shared responsibility underscores the necessity of collaboration and coordinated action among various agencies to effectively tackle road safety challenges.

*“Reducing road casualties – more liaison with companies needing road closures to prevent traffic jams with consequent possible poor driving and road rage.”*

*“Try having a Community 'Road' Watch especially around schools to allow photos of cars not parked in accordance with the Highway Code.”*

*“The council could do a lot more to assist in reducing road casualties, i.e. better design, better footpaths, improved maintenance.”*

## Raise Awareness

Survey respondents supported the need for hard-hitting campaigns, such as displaying crash-damaged vehicles, to serve as a stark reminder of the human and financial costs associated with dangerous driving. Much of the feedback relating to reducing road casualties centred around education, recognising that initiatives aimed at improving driver behaviour and understanding the benefits of road safety are essential for improving safe driving standards. Additionally, responses suggested that long-term local and national campaigns are required to educate drivers about new regulations, such as passing distances for cyclists and yielding to pedestrians at corners. Respondents proposed prioritising education over fines in efforts to reduce road casualties, emphasising driver training as a critical life skill with significant safety implications.



*“Hard hitting campaigns are needed i.e. stage car that has been damaged in a crash to highlight what could happen and the impact on people and finances.”*

*“Education, education, education. There are many initiatives that improve drivers’ behaviour... People will improve their behaviour if you educate them to the overall benefits.”*

*“Police should provide talks in school about the impacts of dangerous driving.”*

## **Do Not Over-Rely on Technology**

Respondents advocated for the restoration of dedicated traffic departments and increased road patrols, rather than primarily relying on speed enforcement vans or cameras. This would allow for a more comprehensive police approach to tackling road crime. Concerns were raised in relation to the overreliance on technology and greater focus on minor traffic infractions, whilst it was thought that more serious criminal activity on the roads remains inadequately addressed.

## **Focus on Speeding and Other Driving Offences**

Respondents from the survey recognised that addressing speeding is a critical component of reducing road casualties, particularly on main routes and within rural villages where speed limits were reported to often be violated. In particular, those from more rural areas of Warwickshire indicated the need for more average speed cameras, to better control vehicle speeds. Many respondents also advocated for the installation of more speed humps, and measures such as one-way systems, rubble strips, and road narrowing to further slow down traffic within areas prone to speeding. Additionally, respondents suggested that visible monitoring tools, such as speed feedback signs and greater enforcement of 20mph zones would enhance driver awareness and encourage compliance with speed limits.

*“Reducing road casualties can only happen if more speed cameras are installed on prioritised roads.”*

*“Address the speeding that happens in rural villages, this can be by sensible use of one-way systems and passive measures such as speed bumps, rubble strips and road narrowing.”*

*“Finding some way to enforce local 20mph speed limits – these are largely completely ignored.”*

However, speeding was not thought to be the only cause of road traffic collisions, many respondents also discussed the impacts of other road crime, such as middle-lane driving, mobile phone use, and aggressive driving. There were suggestions of deploying unmarked camera cars to capture and fine drivers and provide an effective deterrent against dangerous practices on the roads. The use of Automatic Number Plate Recognition (ANPR) was proposed as a way to identify vehicles lacking tax or insurance and more proactive policing against nuisance parking, cycling without lights, and illegal scooter use, were all considered further ways to improve road safety.

*“Increase the use of ANPR to target vehicles without tax etc.”*

*“Clamp down and increase enforcement of nuisance parking offences as well as those who cycle without lights, illegal scooters too.”*

In addition, the survey highlighted the banning of e-Bikes and confiscation of dirt bikes illegally ridden on Warwickshire's roads as further ways to mitigate risk to the public. Respondents also reported the desire to see more innovative measures, such as the introduction of "intoximeters" within all vehicles to prevent impaired driving.

*"Get e-Bikes and dirt bikes off the roads."*

*"The use of intoxicimeters in motor vehicles like used in New Zealand."*

### Pillar 3 – Protecting Communities

This section of the report explores the common themes identified in relation to each of the four priorities within Pillar 3:

- Reducing Acquisitive Crime
- Reducing Crime in Rural Areas
- Tackling Anti-Social Behaviour
- Responding to Serious Organised Crime.

As displayed in the figure below, and as with both pillars 1 and 2, the vast majority (> 85%) of survey respondents (n = 1,082) agreed that each of the proposed priorities within pillar 3 should sit within the 2025-29 Police and Crime Plan for Warwickshire.

Figure 8 – A graph demonstrating the extent to which survey respondents agreed the proposed priorities in Pillar 3 should sit within the new Police and Crime Plan 2025-29.

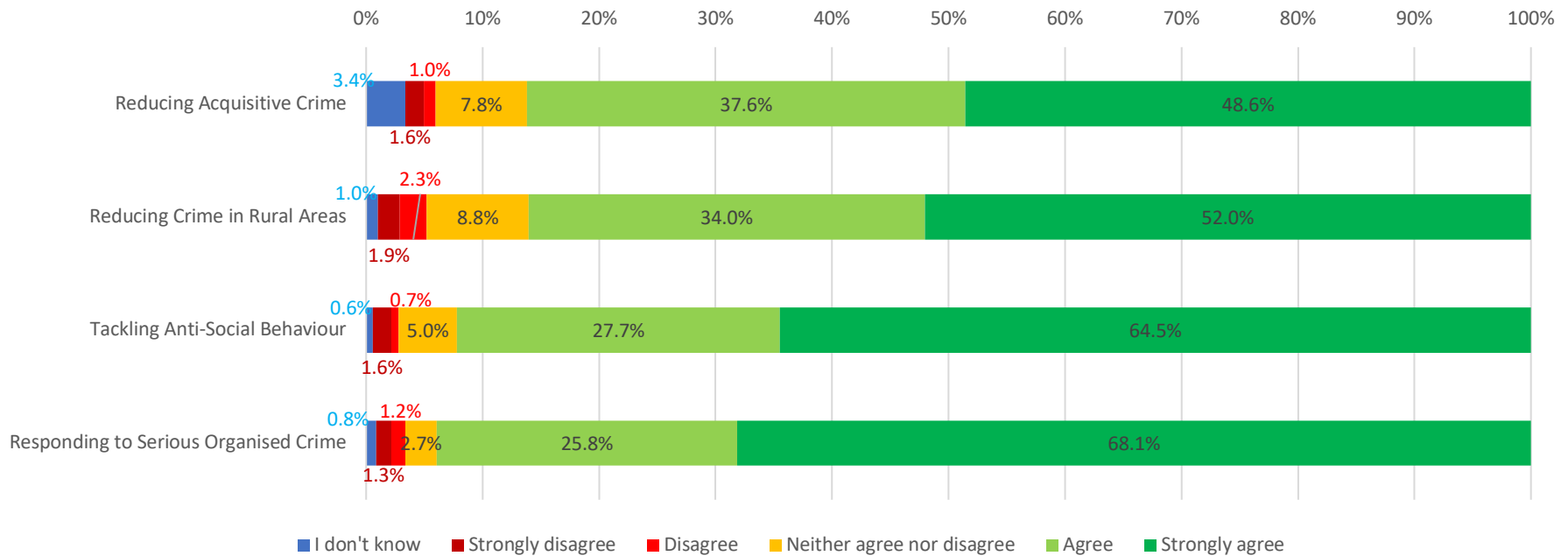
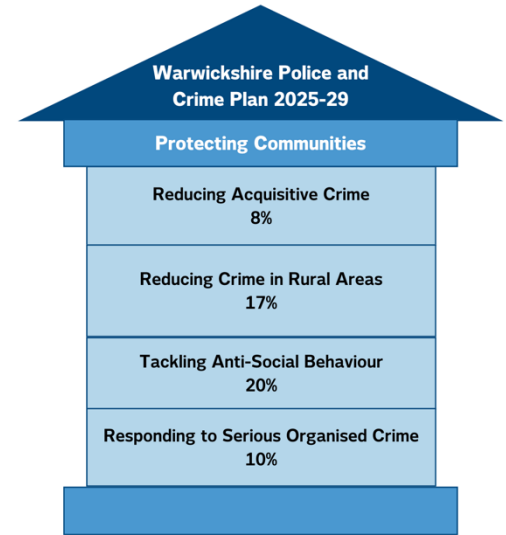


Figure 9 – The proportion of open text responses to explicitly reference each priority in Pillar 3.

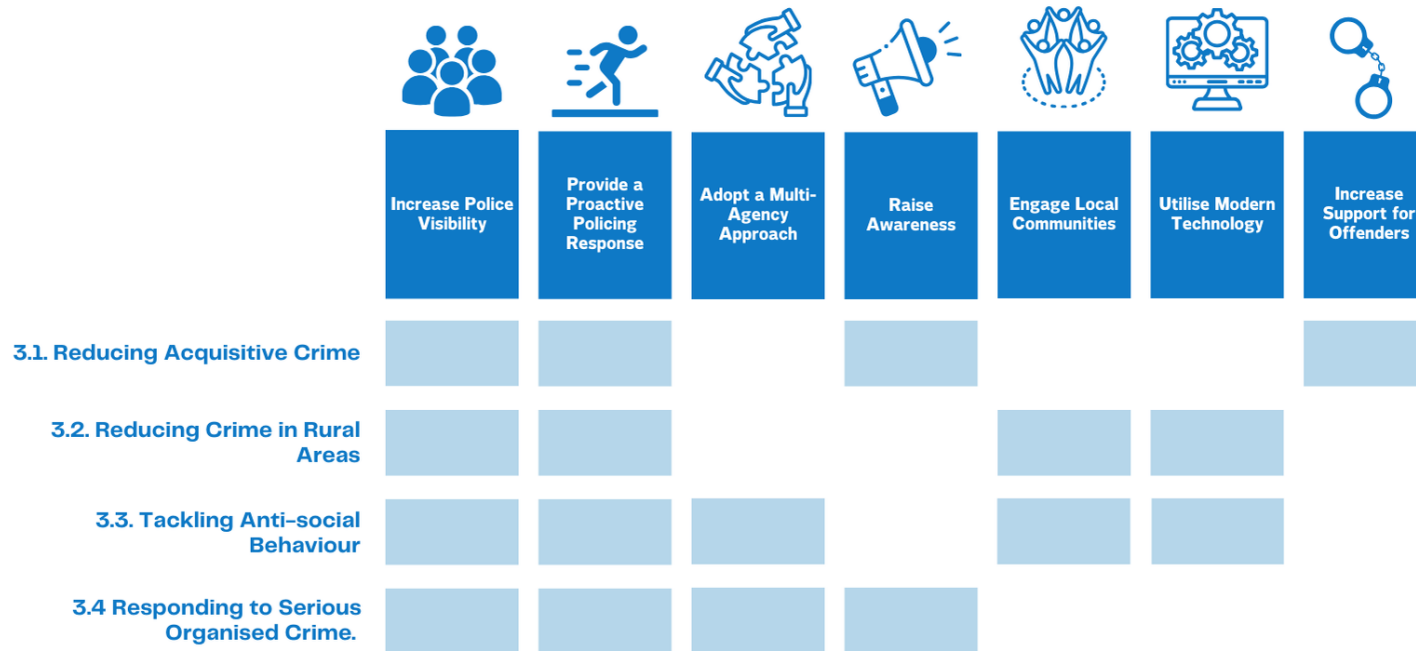


In the infographic (to the right), percentages indicate the proportion of open text responses received within the survey in relation to this pillar that explicitly referenced each of the priorities. This shows that there was a lower rate of written feedback received in relation to the Pillar 3 priorities, especially for ‘Reducing Acquisitive Crime’.

The overtly positive and supportive responses (15%) outnumbered those articulating negative feedback (13%), with an overall supportive tone to responses for this pillar and priorities within it.

The infographic (below) displays the key themes associated with Pillar 3, with light blue indicating which of the priorities each of these themes were most relevant to – the details of which are explored in the remainder of this sub-section.

Figure 10 – Key themes associated with each of the priorities in Pillar 3.



### 3.1. Reducing Acquisitive Crime

While fewer written text responses within the survey and less feedback via focus groups indicated limited understanding of the term acquisitive crime, and highlighted the need for awareness raising initiatives, participants emphasised the need for a focused and targeted approach, particularly towards retail crime. Proposals such as creating dedicated shoplifting teams were raised as potential strategies for lowering crime rates both in the short- and long-term. Respondents suggested that treating shoplifting as a serious offence and ensuring a prompt response to reported incidents would demonstrate that such crimes will not be tolerated. There was also a desire to address the root causes linked to acquisitive crime, such as drug or alcohol addiction, as a preventative means.

#### Increase Police Visibility

Respondents indicated that while theft remains a persistent issue, strong and visible police action would likely help to deter potential offenders.

#### Provide a Proactive Policing Response

A more proactive policing strategy was strongly advocated for by respondents as this would not only create a safer environment for businesses but also encourage a greater sense of security amongst the wider community.

*“Focusing on specific crimes such as creating an entire shoplifting team may help to reduce crime / statistics for a short or even longer-term period.”*

*“Treat shoplifting as an offence and attend when reported.”*

#### Raise Awareness

Participants highlighted the importance of public awareness and education in supporting efforts to reduce acquisitive crime. Initiatives aimed at empowering individuals to protect themselves and their communities were frequently mentioned within survey responses as well as promoting awareness of how to recognise and report suspicious behaviour. By fostering greater collaboration between the police and the public and providing the necessary knowledge and tools, respondents believed that safer and more secure environments could be achieved.

*“I’d like to see advertised methods for reporting softer intel and how to proportionately protect homes.”*

*“Education of residents regarding taking control of safeguarding their shops, properties and rural properties would help the Police.”*

#### Increase Support for Offenders

Participants called for the PCC to explore ways to address the root causes of acquisitive crimes. Respondents proposed showing offenders the “real-world impact” of their actions as a potential way to elicit remorse, while acknowledging that the underlying causes of such behaviour are often complex. Drug and alcohol addiction was highlighted as a significant driver of acquisitive crime and

responses emphasised the need for better access to appropriate drug and alcohol treatment and support. A focus on rehabilitation was thought to have the potential for greater impact than an overreliance on short prison sentences or fines, which often exacerbate the issue.

*“Maybe showing criminals the results of their actions may trigger some sort of remorse. I understand that the causes of some of these things are much wider than we think.”*

*“Giving offenders of acquisitive crime short prison sentences or fines is not appropriate and makes things worse. People need to be directed away from crime by helping them into support and treatment.”*

Similarly, acquisitive crime in rural areas was linked by respondents to broader social and health challenges, including economic hardship and substance dependency. As a result, respondents advocated for the prioritisation of support, rehabilitation, and holistic interventions to break cycles of crime and promote long-term positive outcomes for offenders and their communities. These approaches were viewed as beneficial not only in reducing reoffending but also in fostering overall safer and healthier communities.

*“Acquisitive Crime and Crime in rural areas is more a social / health issue. Drug addicts steal to feed their habit, so the focus needs to be on the root causes not the symptoms.”*

*“Tackle deprivation, poverty and the social drivers of crime.”*

### 3.2. Reducing Crime in Rural Areas

Reducing Crime in Rural Areas was identified as an important policing priority, particularly for a predominantly rural county like Warwickshire. Survey respondents expressed concerns that police efforts and resources are disproportionately concentrated in towns, leaving rural communities feeling underserved and overlooked. The equitable allocation of resources to rural areas was considered essential for ensuring community safety and fostering trust in the police. Additionally, some respondents stressed the need for the police to take more action against fox hunting, fly-tipping and agricultural crime.

Many rural residents, particularly those in the farming community, reported that crime has risen significantly in recent years, with high-value theft of farm stock, vehicles, and equipment becoming increasingly prevalent. Respondents indicated that offenders often act with little fear of the consequences, exacerbating feelings of vulnerability among individuals living and working within these communities. The deployment of enhanced surveillance measures, such as continuously monitored CCTV at key rural intersections, was suggested, with proposals to involve community volunteers in the monitoring of hot spot areas where possible.

*“Warwickshire is a rural county, but all efforts seem to be in the towns around Coventry and Police HQ.”*

*“Tackling crime in rural areas would impact on all of the above as rural areas are often targeted for organised crime such as county lines.”*

*"It appears that rural crime has risen substantially over the last few years. People are of the impression that perpetrators do not fear the Police, nor do they fear the outcome of being caught."*

*"More CCTV is needed at major intersections in rural areas. This should be monitored, maybe by local community members who have the time."*

## **Increase Police Visibility & Provide a Proactive Policing Response**

As outlined within other priorities, proactive policing and increased police visibility were consistently highlighted as a means to successfully reduce rural crime. Respondents stressed the need for more police officers dedicated to rural areas, with patrol vehicles strategically positioned to respond promptly to incidents and prevent offenders from escaping. Respondents identified challenges faced by police officers working in rural areas, and stated that increased staffing would enhance resilience, improve safety and facilitate more proactive policing, particularly during nighttime hours when it was suggested rural crime tends to be more common.

*"I work in a rural part of the county our SNT [Safer Neighbourhood Team] is made up of only three PCs [Police Constables], this means that as a PC we are single crewed 90% of the time, this hinders our ability to be proactive as support is often 40 minutes away. I think greater numbers would assist and allow us to provide more resilience and would be safer for officers."*

*"More police officers please. Have patrol vehicles strategically positioned 24/7 in rural areas to stop escaping vehicles after a crime has been reported."*

Persistent issues such as fly-tipping, which was said to have become normalised due to a lack of monitoring and enforcement, require a targeted and collaborative approach from the council and police.

*"Fly tipping in rural areas is now the norm. There is no deterrent. Completely, unmonitored."*

## **Engage Local Communities**

Strengthening community engagement and fostering public support for the police were seen as important strategies for reducing crime in rural areas. In order to build stronger connections between the police and rural residents, respondents recommended more direct and meaningful interactions with locals. Police driving through villages without stopping was criticised as insufficient.

*"What is the point of a police car, coming into our village, going down each road, not stopping as they should, and not knocking on anyone's door just to check all is well."*

*"More use of community officers, and local neighbourhood watch, and police interaction with community groups and schools."*

Furthermore, ideas such as the introduction of a periodic public survey and increased outreach efforts to understand community concerns and crime trends were suggested to help tailor the police response to local needs. In addition, meeting and engaging with farmers at locations such as farm auctions was suggested as an effective way for the police to share information, build relationships, and strengthen crime prevention strategies in rural areas.

*“OCGs [Organised Crime Groups] bringing drugs into rural areas need to be stopped, by making the public more aware of activity and how to report it.”*

*“Rural areas could have occasional surveys, or something sent out about crime or suspicious activity people have noticed.”*

*“Increased police presence to meet and inform farmers – e.g. at Farm Auctions, etc.”*

### Utilise Modern Technology

The strategic use of technology was emphasised as a tool for addressing crime in rural areas. Respondents advocated for increased camera usage, including systems with facial recognition capabilities, to help deter and identify offenders. The expansion of the rural crime team and the suggestion of equipping them with drone technology was also proposed to enhance the police’s ability to monitor large rural landscapes and respond effectively to incidents. Respondents further proposed placing CCTV in known fly-tipping hotspots to address this persistent issue by both discouraging offenders and gathering evidence to support any subsequent investigation. Utilising technology to bolster enforcement and compensate for limited police resources was consistently highlighted as a key approach to improving rural safety.

*“Increase the rural crime team and provide them with drone technology.”*

*“Perhaps more cameras in rural areas/suburbs to deter or capture ASB etc. Police resources are stretched, and new technologies could fill the gap.”*

### 3.3. Tackling Anti-Social Behaviour

Survey respondents expressed the importance of addressing all forms of anti-social behaviour. There was strong support for early intervention in youth-related anti-social behaviour to prevent escalation. Specific areas were identified as anti-social behaviour hotspots, with respondents often linking the issue to a perceived low police presence. Similarly, in rural areas, respondents noted a prevalence of anti-social behaviour and drug use, exacerbated by a lack of preventative measures. To address this, enhanced police visibility and the installation of CCTV cameras were suggested as effective deterrents, capable of reducing anti-social behaviour and providing valuable tools for gathering evidence.

*“I believe that if youth ASB is tackled early, it may prevent the offenders getting deeper into crime and will save time and financial resources later”*

*“ASB and drug taking in some rural areas is rife as there are no preventative measures in place.”*

*“Anti-social behaviour needs addressing. Encourage better parenting and respect and kindness towards everyone in schools.”*

### Increase Police Visibility & Provide a Proactive Policing Response

Increased visibility in known hot spot areas and more proactive policing were consistently highlighted as essential components in addressing anti-social behaviour. Respondents advocated for



the targeting of repeat offenders with robust and visible interventions, to act as a deterrent. Respondents also suggested that implementing tougher consequences, such as on-the-spot fines or warnings for low-level offences like graffiti, littering, or public disturbances should be considered.

*“Tackle and target ASB repeat offenders robustly and overtly.”*

*“More action to prevent ASB e.g. attend incidents and knock a few doors to identify the perpetrator(s).”*

*“Use on-the-spot fines or warnings for low-level ASB, such as graffiti, littering, or public disturbances, to show that such actions have consequences.”*

## Adopt a Multi-Agency Approach

While respondents recognised the police's crucial role in combating anti-social behaviour, they also highlighted the importance of involving wider stakeholders, particularly from the local authority, but also parents, schools, and social services. Adopting a holistic approach was suggested to ensure that anti-social behaviour is addressed as both a criminal issue and a broader concern within communities. However, some respondents viewed anti-social behaviour as something local authorities should take a greater responsibility for when it comes to delivering long-term solutions, as opposed to relying heavily on the police.

*“Dealing with ASB needs a consistent strong collaboration with the local authorities not just a hit and miss response.”*

*“Anti-social behaviour and crime needs intensive intervention by all agencies on a rolling 12-month plan.”*

*“ASB is not really crime, it’s more of a civil / civic matter.”*

## Engage Local Communities

Greater community engagement and public support were identified as key strategies for tackling anti-social behaviour. Respondents stressed the importance of increased police involvement and the establishment of stronger relationships with residents in areas where anti-social behaviour is prevalent. Building trust with the community was again seen as essential in enabling members of the public to feel confident in supporting police efforts and playing an active role in maintaining community safety.

*“More involvement and liaison in areas where anti-social activities are prevalent.”*

*“Members of the public want to help the police do their job and keep us all safe. You have eyes everywhere if you build back trust.”*

*“We need to see more of a police presence. We all know the areas where ASB is prevalent. Police should join local community forums it’s usually mentioned.”*

Engaging young people was considered particularly important, with many respondents advocating for the reintroduction of youth clubs and other constructive activities aimed at providing a greater purpose and more opportunities for at-risk children and young people. Even small-scale successes in engaging young people were seen as having the potential for positive ripple effects within the community. On the other hand, feedback from the young people focus groups highlighted a negative

assumption that children and young people are the main perpetrators of anti-social behaviour. Participants described incidents where the police had wrongly accused young people and stated that this negatively impacts on the trust and public perception of young residents.

*“Maybe the police should get more involved with young people. Bring back youth clubs and give them a purpose. Even getting through to one or two would help.”*

### Utilise Modern Technology

Installation of CCTV cameras was suggested as an effective deterrent, capable of reducing anti-social behaviour and providing a valuable tool for gathering evidence.

## 3.4. Responding to Serious Organised Crime

Opinions about the scale and significance of serious organised crime in Warwickshire varied. Participants were unclear on whether or not fraud fell within the scope of this priority, otherwise stating this had been overlooked within the draft plan. Respondents discussed the link between “lower level” crimes, such as acquisitive crime and anti-social behaviour, and the escalation into more serious criminal activity. They noted that young people may begin their involvement in crime through these entry points, later leading to drug dealing, gang involvement, and participation in organised crime networks. Accordingly, early intervention was described as key to preventing escalation. Increased police visibility, more proactive responses, and a multi-agency approach – on a national scale – were the key themes to emerge in relation to this final priority.

*“I’m not sure that organised crime is a problem in this area.”*

*“Acquisitive crime and ASB is the beginning of young people entering into more serious crime such as drug dealing and gangs.”*

### Increase Police Visibility & Provide a Proactive Policing Response

Respondents suggested that law enforcement agencies must employ innovative strategies and adopt forward-thinking approaches to stay ahead of the evolving tactics used by criminals.

*“Organised crime in the 21<sup>st</sup> Century is making increasing use of the AI available to help 'outwit' Police Intelligence – so maybe some strategic thinking on how to combat this aspect of the organised crime base.”*

The proactive targeting of the main organisers of criminal networks was highlighted as a priority, as dismantling leadership structures was seen as a way to significantly weaken organised crime operations. Swift and decisive crackdowns on violent gangs was also suggested as an effective means of disrupting organised crime and reducing the impact on communities.

*“It appears, as a local person, that the force has dropped off targeting drug dealers.”*

*“Organised crime can be decreased with a newer, swifter crackdown on violent gangs.”*

*“Tackling County Lines and the exploitation of children within the area would impact on serious organised crime and keep children safe.”*

## Adopt a National Multi-Agency Approach

Respondents placed emphasis on the need for a long-term and sustainable plan to tackle serious organised crime. However, effectively addressing serious organised crime, especially issues such as county lines drug trafficking, requires robust cooperation and coordination across police forces, both locally and nationally. Respondents strongly supported the need for close liaison between forces to combat the complex and widespread nature of organised crime. Suggestions included the establishment of a national vehicle theft squad with specialised resources and expertise to address criminal gang activity. There was also support for a national approach under the leadership of a centralised body, such as the National Crime Agency, to oversee cross-border operations and ensure consistency in tackling organised crime.

*"It takes cooperation from national and nearby police agencies to get it done. It should be a long-term plan."*

*"Serious organised crime cannot be tackled at a county level – collaboration and cooperation with other larger forces is more realistic for Warwickshire."*

*"Serious organised crime should come under a national body like the National Crime Agency so it can cross borders and ensure one single approach for consistency."*

## Raise Awareness

Like exploitation, survey respondents indicated that serious organised crime is often perceived as a hidden threat, with activities not always being visible or easily identifiable to the general public. Raising awareness within communities and encouraging public involvement to identify and report criminal activity, such as county lines operations or suspected cannabis farms, were seen as important policing strategies.

*"I think the biggest hidden threat is serious organised crime, as it's not always easy to recognise by the public."*

*"Community involvement in recognising the signs of county lines, cannabis farms etc. is vital and can be encouraged by 101 operators taking suspicions seriously and by increasing feedback to residents who have made reports."*

Concerns were revealed about the increasing appeal of gang culture and "street life". Respondents suggested efforts to counteract these influences, for example, raising awareness about the realities of organised crime and showcasing the negative consequences of such a lifestyle to children and young people in Warwickshire. By challenging these narratives and highlighting their often fabricated, marketed nature, police and community initiatives could work to dissuade vulnerable individuals from being drawn into criminal activities. This was supported by those at the PCC's partnership event. Likewise, feedback from the GRT community stressed the importance of having the right communication with young people, whether via education or public messaging to deter them from entering into serious organised crime.

*"It's a big issue because it appears there is a draw to street life and gangs. Maybe a thought given to cultural influences from America or underground music scenes and how to relay that it's just marketing and not real life to young people."*

## 5. CONCLUSION

The PCC for Warwickshire commissioned TONIC to gather feedback from people living and/or working in Warwickshire on the draft Police and Crime Plan 2025-29. Through an online survey, facilitating workshops with delegates in attendance at the PCC's partnership event and conducting a range of engagement activities with professionals, victims, young people and members of the GRT community, TONIC heard the voices of over 1,400 individuals. General feedback on the plan, as well as specific suggestions for how each of the 12 proposed priorities can be actioned and potential barriers for the PCC to consider have been explored in detail throughout this report. Overall, the overwhelming consensus was a sense of agreement with the plan, its pillars and the priorities within them. Some of the key themes that emerged were; the need for visible and proactive policing, greater multi-agency working and stronger relationships between the police and local communities. Survey respondents recognised and emphasised that in order to achieve most of the 12 priorities, more staff, increased availability of funds and a greater allocation of resources would be required. TONIC would recommend that the PCC and his team reflects on all of this information when finalising the Police and Crime Plan for Warwickshire 2025-29 and seek to set out a clear corresponding action plan that affords consideration to how Warwickshire's approach ties in with National policies, strategies and efforts.

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