

Chief Constable's Delivery Plan 2025 – 2029

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**ACCOUNTABILITY AND
ASSURANCE BOARD**

March 2026 update

*Trust and Confidence
delivered with care and with quality*

Date:	03 February 2026
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Responsible Officer:	Chief Constable Hobrough
Version:	V2



1. PURPOSE AND RECOMMENDATION

- 1.1 This report is an update report on the Chief Constable's Delivery Plan up to 2025-2029 as at March 2026 it is provided for information and scrutiny, no decisions are required on the content.
- 1.2 The Chief Constable Delivery Plan was published in 2025 in line with the publication of the Police and Crime Commissioner (PCC), Police, Crime and Justice Plan for 2025-2029 and this report is intended to focus on the priorities for 2026-27 in delivering this plan.

2. INTRODUCTION & BACKGROUND

- 2.1 The Commissioners Police, Crime and Justice Plan has set five priorities for 2025-2029:
 - o Preventing Crime and ASB,
 - o Making our Communities Safer,
 - o Protecting the Vulnerable,
 - o Putting Victims First,
 - o Reducing Reoffending.
- 2.2 The Chief Constables delivery plan sets out how the force will deliver against the Commissioners five priorities. The priorities are underpinned by key activities that act as the actionable objectives used to deliver on the strategic commitments set out in the Police, Crime and Justice Plan.
- 2.3 The Chief Constable delivery plan includes the overarching mission to Improve Trust and Confidence and the organisational vision, to create an inclusive, caring, connected organisation providing outstanding service for the communities of Gwent.
- 2.4 The delivery plan is based around three key strategic pillars:

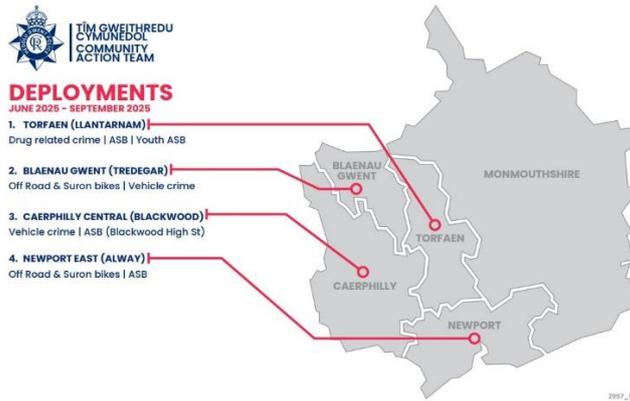


- 2.5 A performance framework has been created with performance reporting through Force Governance and the OPCC Accountability and Assurance Board which contains key metrics in reporting against the performance of the Force and aligns with the Police, Crime and Justice plan. This performance framework forms the basis of performance scrutiny and assurance by the Police and Crime Commissioner; this is a standing item at the quarterly Accountability and Assurance boards.
- 2.6 This report will give an update on activities during 2025 and focus on the Chief Constable and Gwent Police priority activities for 2026-2027. These form the basis for the Force Direction Forum in February 2026 and the Chief Constables Road Shows which commence shortly after.
- 2.7 For summary the 2026-2027 priorities will focus on building on the activities delivered during 2025 with additional focus on improving positive outcomes through quality investigations and using technology through investment in the citizen first programme to keep people informed. The Chief Constable will also focus on the delivery of equality, diversity and inclusion activities across the organisation in his mission to provide an inclusive, caring and connected organisation providing outstanding services for the communities of Gwent.
- 2.8 **Perception Survey Quarter 3:** The latest public perception results are included within the board performance pack; however, it is noted that there is a positive improvement over the rolling 12 months for all areas reported. In the 12 months to Q3 2025-26, 69.4% of people agreed they had trust in Gwent Police. There remains work to be done to improve and maintain against the mission to Improve Trust and Confidence, but it is pleasing to report that green shoots are appearing in the data to support the efforts that the force, its officers and staff are making.

3. **PRIORITY 1: Preventing Crime and ASB**

The Community Action Team (CAT) was implemented using funding from the Neighbourhood Guarantee during June 2025. The CAT is a dedicated rotating Neighbourhood resource (1 Inspector, 2 Sergeants, 16 PC's, 10 PCSO's) that deploys for up to four months within force hotspots to drive visible reassurance, problem-solving and measurable crime/ASB reductions. Deployments are selected using crime and ASB data, supplemented through engagement feedback, intelligence reporting and professional judgement to capture emerging local issues.

The CAT has consistently reported high arrest volumes (170+ arrests) and major vehicle seizures (160+ vehicles). ASB reduction is a recurring theme across multiple locations particularly Blackwood, Tredegar, Aberbargoed and this demonstrates that community feedback, partnership working and visible policing are aligned with the OPCC and Chief Constable commitments.



As well as seeing high arrest volumes, the team are consistently achieving above average positive outcome rates and have recently started to see robust criminal justice outcomes as their investigations reach court.

During 2025 and taking into consideration custodial sentences only (not including suspended sentences) the CAT team investigations have resulted in six defendants receiving a total of nine years and five months. There are an additional five defendants awaiting sentencing in early 2026 and there are two trials dates already set for 2027.

The Community Action Team are balancing targeted activity with engagement opportunities. As well as regular engagement events, early 2026 will see a CAT led 10-week youth engagement/diversionary sports project in Caerphilly North funded by Caerphilly County Borough Council.

As well as focussing on high visibility on our streets the team have focussed on high visibility on our social media accounts highlighting engagement events and targeting activity to combat crime and anti-social behaviour. Many of these posts have been reported on the local news outlets and the CAT Inspector and Sergeants have also taken part in a radio interview.

Next Steps (2026-2027 Plan)

1. Sustain the four-team rotation with option to mass resources where required.
2. Sharpen tasking using analytics and include community matters data regarding engagement activity.
3. Strengthen reporting ensuring this is included in the Neighbourhood Performance packs.
4. Maintain the experienced composition of the team and support existing Neighbourhood Policing Teams
5. Build on the communications and engagement activity aligned to Neighbourhood campaigns to evidence impact on communities.
6. Align outcomes to the Chief Constable Delivery Plan 2025-2029 (engagement and operational effectiveness pillars)

Crime Recording: The Force continues to maintain its outstanding grading from the 2024 HMICFRS Peel Inspection for ethically recording of crime in accordance with the Home Office Counting Rules with embedded processes for audit and quality

improvement through the work of the Crime Data Integrity team. Quarterly audits are consistently above 90% compliance, and this continual learning cycle ensures that the public can be assured that all crime reported in Gwent is recorded in an ethical and timely manner. Focus in 2026-2027 will be on ensuring training and awareness continues and the Crime Data Integrity Team are resourced adequately to bring down the backlog of outstanding crime management tasks, this is recognised as a force risk and additional temporary staff have been agreed to tackle this, the backlog developed following high demand during the Summer period and a recruitment drive to fill staff positions within the team. The staff are now in place, training has been completed, and the function is operating well and making consistent inroads to reduce the backlog of tasking.

Operation Lockwood: (Home Office Hot Spot Policing 2025-2026). This Home Office funded initiative provides targeted patrols to areas that are experiencing elevated levels of anti-social behaviour, serious violence and knife crime. There are currently 37 hotspots across the force which have been chosen following analytical analysis with the intention that increased visible patrols will reduce anti-social behaviour and benefit local communities. Increased visibility through hot spot patrols with the key focus to provide visible policing presence and help deter crime, however during these patrols there have been a number of arrests, searches and other outcomes where it has been necessary and appropriate.

From April 2025 to December 2025 the following performance has been achieved.

<u>Torfaen</u> Arrests 11 Stop Searches 43 Community Resolutions 6	<u>Newport</u> Arrests 41 Stop Searches 63 Community Resolutions 3	<u>Blaenau Gwent</u> Arrests 6 Stop Searches 63 Community Resolutions 0
<u>Caerphilly</u> Arrests 9 Stop Searches 11 Community Resolutions 0	<u>Monmouthshire</u> Arrests 1 Stop Searches 8 Community Resolutions 0	<u>Totals April – December 2025</u> Hours Utilised 7110 Arrests 68 Stop Searches 134 Community Resolutions 9 Weapons seized 11

4. **PRIORITY 2: Making our Communities Safer**

Increasing visibility and engagement initiatives has been prioritised during 2025 the engagement strategy was refreshed and is being operationalised through the force Engagement Board which clear lines on transparency and reporting.

Engagement Emphasis during 2025 has been on leveraging Trust and Confidence through engagement and communications both internally and externally. This was referenced in the 2025 Force Management Statement (FMS) that the force would shift to local Facebook pages and richer video content as part of the engagement model. This is explicitly tied to building confidence and supporting digital engagement.

Neighbourhood Matters: Linked to this drive for engagement is the investment and launch of the community messaging system through the Neighbourhood Alert Platform Gwent have launched this under the Neighbourhood Matters brand, the platform enables the force to deliver its commitment to listen and respond to community concerns at its core is a two way messaging system, but the system can be used for much more than that. The force has created Local Area pages for each ward area with details of Neighbourhood Officers covering the area, word clouds then represent what other residents are saying about the area and a list of priorities, these pages also have links to the latest alerts and engagement events in the area. Included in the platform is the ability to email each NPT team member, this means residents can contact their local PCSO, ward manager or team supervisor, members of the community are informed that reporting of a crime should not be done in this way. There is a full audit facility in place to ensure that responses are sent within 72hrs.

The plan for 2026 is to transition from project to business as usual and to continue to develop the understanding of how the platform can be used to best effect and enhance community safety activity. Gwent Police are members of a national network of users and partnership with Neighbourhood Watch, with the ambition to encourage membership from wider community safety and local resilience forum members.



Knife Crime remains a key operational focus and analysts have created knife crime problem profiles and data packs to support operational activity. This includes improved stop search effectiveness and as a result there is an increased number of knives found during proactive stop/searches as highlighted in the Serious Violence and Homicide Meeting. The force has aligned activity through cross-agency data sharing, partnership panels for young people at risk and integration of knife crime, VAWDASW and ASB harm strands. As part of the school programme knife/weapon protocols for schools and youth settings have taken place and during 2026 this proactive early intervention approach will continue.

Dangerous Dogs Act: The Assistant Chief Constable - Operations, is the National Lead. (DDA) related crime and incident demand rose in 2025 with a spike in reporting after a fatality in November 2025. Gwent Police see higher than average reporting

under DDA legislation and the ACC Operations is the strategic lead for this area of policing. Governance has been established through a dedicated Dangerous Dogs Scrutiny Meeting where reporting, incident management, kennel availability and churn, pending court actions, policy and escalation are managed. This meeting also monitors the financial impact on the force with costs for kennelling and associated management of seized dogs scrutinized. Operational capability is being uplifted through training during 2026 to manage the demand and prevention activity through the Local Environmental Awareness on Dogs (LEAD).

LEAD is a multi-agency approach initiative designed to promote responsible dog ownership, prevent dog-related offending and reduce community harm, particularly where dogs are posing a risk, causing nuisance or contributing to crime or anti-social behaviour and was developed following a fatal dog attack in December 2010 in Sutton, Manchester. Lead is nationally recognised as best practice for tackling irresponsible dog ownership endorsed by:

- The Kennel Club
- RSPCA
- Battersea Dogs Home
- DEFRA (used a case study for “Dealing with Irresponsible Dog Ownership”)

During 2026 the force will continue to be proactive in its approach to education and prevention and use available data to inform its actions and develop a performance framework, ensuring training is delivered and enforcement action takes place when required.

Firearms Licencing: During 2025 HMICFRS undertook a thematic inspection into the approach to firearms licensing to ensure the public have confidence in decision making and that robust management processes are in place. Although the final feedback and written report have not been published at this time positive feedback was received into the management of this area, and the force will ensure that any recommendations from the final report are reviewed and implemented.

5. **PRIORITY 3: PROTECTING THE VULNERABLE**

Gwent Police is committed to safeguarding the most vulnerable members of our community.

Following the 2025 HMICFRS grading of requires improvement in this area the force has invested in a strategic project to improve performance, processes, capability and capacity across those teams and resources, which deliver services and support those vulnerable members of communities. The HMICFRS inspection did report the progress made in the approach to victim service assessments and the dramatic improvements in this area since the 2023 inspection.

The vulnerability project is a significant programme of work requiring a whole force approach, benchmarking has been undertaken with those forces focussing on DVDS, Civil Orders, MARAC and emerging safeguarding initiatives such as PITSTOP. The project has strengthened existing working relationships and established new ones with other forces and local authorities. Coordinated benchmarking between these partners and Gwent local authorities has enabled the exploration of new practices that benefit both policing and external agencies. The force also participates in the All Wales Protective Orders conference, providing an opportunity to share learning and discuss new initiatives and approaches with colleagues across Wales.

Workshops have been conducted across all areas of the force to gather staff insight, improve engagement, and identify practical improvements in supervision, learning and support. They have also helped increase the wider visibility and messaging of the project. Themes identified through these workshops have been escalated to the project board and have already driven several positive developments.

One such area was the existing provision within uniform for interviewing vulnerable victims and witnesses in accordance with achieving best evidence (ABE). An area for development was identified in terms of the numbers of trained officers and allocation, management and completion of video interviews. Following the identification of the issue there has been an 80% reduction in the number of outstanding interviews, which together with a planned upskilling of additional ABE trained officers will enable us to meet future demand, having a positive outcome both for the witnesses themselves and in terms of the quality of investigations. A mentoring program is being developed to support those officers upon the completion of their course, with more experienced officers providing ongoing mentoring through their initial interviews.

Interview training will also now to incorporate new learning centred around the initial witness contact with vulnerable witnesses. A train the trainer course is planned for early 2026, following which inputs will be provided to all existing and new ABE trained officers.

The force has acted on HMIC feedback regarding the management of DVDS applications, leading to notable improvements since the project began in August 2025. In August, 46% Of DVDS applications in Gwent were outside the statutory 28-day compliance period. By January 2026 all applications were completed within the required timeframe, with none out of compliance. This progress was achieved despite a 10% increase in application volume and significant personnel, process and policy changes within the department.

Another key positive development within the project is the creation of the DVDS performance dashboard. This allows the DAST to move away from a spreadsheet-based system that relied heavily on manual input. The new dashboard will enhance the management of DVDS applications, support continued compliance with statutory requirements around initial contact and disclosure timelines, together with a reduction in demand on DAST officers by improving processes through better functionality.

During 2026 additional tactical level meetings to monitor progress against key workstreams will be implemented and continuous improvement activity will continue.

Violence Against Women and Girls (VAWG): The local VAWG strategy has been reviewed in line with the national VAWG Strategy released in December 2026 and is currently being progressed through force governance. The National strategy aims to halve violence against women and girls within a decade through a comprehensive cross-government approach. As part of the review of the local strategy the governance and performance framework has been reviewed and tactical performance meetings will be introduced to monitor domestic violence, rape and serious sexual offences, perpetrator identification management and public space prevention. The force lead is reviewing how improvements to service delivery can be made through use of street safe and Neighbourhood Matters as a way of engaging women in identifying locations that the force should proactively target with prevention activity.

Soteria: The Operation Soteria National principles have been adopted in Gwent. Each force was requested to complete a self-assessment and has developed a transformation and implementation plan to embed the model. The project team has been focussed on aligning with national practice specifically addressing trauma guidance, RASSO subcodes, first responder information, digital forensics and awareness of the Soteria Operational Model. Key recognised strengths are that Gwent has embedded specialist capability, the rape investigation team (RIT) are firmly established incorporating a hybrid model of experienced detectives and aspiring investigators. The focus during 2026 is on fully embedding the National Operating Model (NOM) with a year long communications and engagement strategy, launch of the NOM continued professional development programme, strengthening trauma informed culture, embedding first responder guidance and raising frontline awareness. Leveraging Power BI to drive decision-making performance insights and daily risk management. The force will also introduce stronger end to end victims care model, including survivor voice integration and improved feedback loops and embed sustained wellbeing investment for RASSO teams, including trauma screening and routine psychological support.

Police Race Action Plan (PRAP) : The PRAP is integral to our efforts to address racial disparities and build trust within our communities the work to embed this sits within the governance of the Culture Board who monitor progress against the plan. Local delivery sits within the Equality Diversity and Inclusion (EDI) meeting. Focus is on the production of the PRAP maturity matrix with the EDI Manager coordinating this work gathering evidence and completing the self-assessment this work started in January 2026. In recognition of the importance of the EDI workstream the Chief Constable has established an improvement project through 2026 which will scope gaps for the force and give options for improvement this will be led by a dedicated Chief Inspector seconded to the project who will work alongside the strategic EDI Lead in taking this work forward.

6. PRIORITY 4: Putting Victims First

The force has consistently improved its response times and this has been maintained through 2025, focus for 2026 will be maintaining this but also driving improvements in the number of positive outcomes achieved through the investigation achieving this will

include improvements to governance, training of officers and supporting staff, using technology to improve the victim journey and using performance data to direct activities.

Putting victims first is a core strategic priority within the Chief Constable delivery plan which recognises that victims' needs and voices must be central to policing, ensuring they feel heard and supported throughout the investigative journey. The introduction of a Superintendent level strategic lead for victims combining the victim's portfolio with quality of investigation has been introduced through the 2025 Operational Model programme. The Superintendent leads on the Quality of Investigation Project which has six guiding principles and workstreams, the workstreams are:

- Victim Care
- Risk Management
- Investigation Standards
- Suspect Management
- Supervisory Ownership
- Performance and Compliance

Programme governance is in place and positive improvements are being made within each workstream reporting into Operational Effectiveness Board.

Victim Services: The programme of work to redesign the operational model commenced in 2025 and will conclude during 2026 with the production of a business case and an updated model being proposed. This will coincide with the introduction of technology to support victims through the Citizen First programme and introduction of Sales Force platforms which will redesign the victim journey introduce a citizen portal which will be a key tool for updating victims on progress of an investigation. Victim updates are a recurring theme of feedback, complaints and learning discussions highlighting the need to improve timelines and clarity of communications. Investment in technology will go some way to providing a solution to victims with regular key updates being provided.

7. **PRIORITY 5: Reducing Reoffending**

The 2025 operational model review and subsequent implementation included continued investment within Neighbourhood Policing additional staffing numbers have been recruited through the Neighbourhood Guarantee funding to introduce the CAT team previously mentioned in this report. As part of the operational model changes performance frameworks and governance were reviewed and the Neighbourhood Strategy agreed. During 2026 the quality of investigation programme will continue and seek to improve performance in this area under the offender/suspect management workstream this will review the offender management strategy which covers early identification, intervention, prosecution, suspect management and reducing reoffending. The review of this function was completed in late 2025 and business case presented to board which included investment to stabilise the central function of IOM there had previously been temporary positions which were reviewed and

recommendations put forward. To support this work, a performance dashboard will be available which will cover integrated offender management outcomes and compliance with conditional disposals.

8. COLLABORATION

Gwent Police work in collaboration with South Wales Police in delivery of specialist units such as firearms, joint forensic collaboration as well as enabling functions such as digital services division, joint procurement services and joint legal services. Regional teams such as Tarian also support in the delivery of policing services in Gwent. All these units contribute to the delivery of the Chief Constable delivery plan and separate performance reporting exists to ensure scrutiny and performance is in place.

During 2026 Gwent will enter a collaborative ICT service with South Wales Police following the end of the memorandum of understanding between Gwent Police and local authority partners. A programme of work is underway to manage this transition.

9. FINANCIAL CONSIDERATIONS

- 9.1 It should be noted The Hot Spot Funding Grant will not continue for 2026/27 and therefore Operation Lockwood will now become business as usual and not be run through separate grant funding and overtime payments. There is a requirement that the focus on hot spots continues and that visibility of our officers and staff is measured and understood.

10. PERSONNEL CONSIDERATIONS

- 11.1 There are no personnel considerations at this time.

11. LEGAL CONSIDERATIONS

- 11.1 There are no legal considerations at this time.

12. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

- 12.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any group.

12.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

13. RISK

13.1 A comprehensive risk management framework is in place and was reviewed in 2025. This includes identification of risk and issues through the governance process from all areas of the force.

14. PUBLIC INTEREST

14.1 In producing this report, has consideration been given to 'public confidence'? **Yes**

14.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**

14.3 If you consider this report to be exempt from the public domain, please state the reasons: **N/A**

15. REPORT AUTHOR

15.1 Karen Thomas, Head of Continuous Improvement

16. LEAD CHIEF OFFICER

16.1 CC Mark Hobrough

17. ANNEXES

17.1 None.

18. GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL

This report has been presented to the following oversight board:
Scrutiny Executive Board

Meeting chaired by: **DCC Nicky Brain**

Meeting date: **5 February 2026**

Actions and amendments arising from meeting: **None**

I confirm this report has been discussed and approved at a formal Chief Officers' meeting.

I confirm this report is suitable for the public domain.

Signature:

A handwritten signature in black ink, appearing to be 'M. King' followed by a stylized flourish.

Date: 10 February 2026