

Mae'r ddogfen hon ar gael yn Gymraeg



**HEDDLU
GWENT
POLICE**

CHIEF CONSTABLE'S

DELIVERY PLAN

2025 | 2029



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FOREWORD

As chief constable, it is my privilege to present the Chief Constable's Delivery Plan for 2025-2029. This plan reflects our commitment to the communities we serve and our dedication to delivering a safer, more inclusive, and just society for all.

The Police and Crime Commissioner's Police, Crime and Justice Plan for 2025-2029 has been developed through extensive public engagement, capturing the diverse voices and concerns of the people of Gwent. Our delivery plan aligns with the Police and Crime Commissioner's (PCC) plan and the broader challenges facing policing today.

Our mission is to improve trust and confidence in policing by working as one cohesive team that places the community at the heart of everything we do. To achieve this, we have undertaken a comprehensive review of our operational model, moving to a functional model of policing that builds upon our strong neighbourhood approach. This new model, supported by the government's Neighbourhood Policing Pledge, will see significant investment in neighbourhood policing, ensuring that our officers are more visible and accessible to the public.

We are committed to fostering a talented, resilient workforce that reflects the diversity of the communities we serve. Our Strategic Equality Plan will guide our efforts to promote equality and diversity in all our initiatives, ensuring that our workforce is inclusive and representative.

Protecting the most vulnerable members of our community remains a top priority. We will continue to work with partners to provide timely and effective support to victims, particularly those at risk.

Putting victims first is at the core of our policing strategy. We will ensure that the experiences and needs of victims are central to our approach, providing continuous support and engaging with survivors to shape our services. By prioritising the needs and voices of victims, we aim to build trust and confidence in our policing services.

Reducing reoffending is essential for creating safer communities. Our Integrated Offender Management scheme and Youth Offending Teams will continue to play a vital role in managing offenders and preventing children from entering the criminal justice system. Through targeted interventions and collaborative efforts, we will break the cycle of reoffending and improve the quality of life for all residents.



Public confidence in policing is a cornerstone of effective law enforcement. We are dedicated to building trust through ethical leadership, community engagement, and transparency.

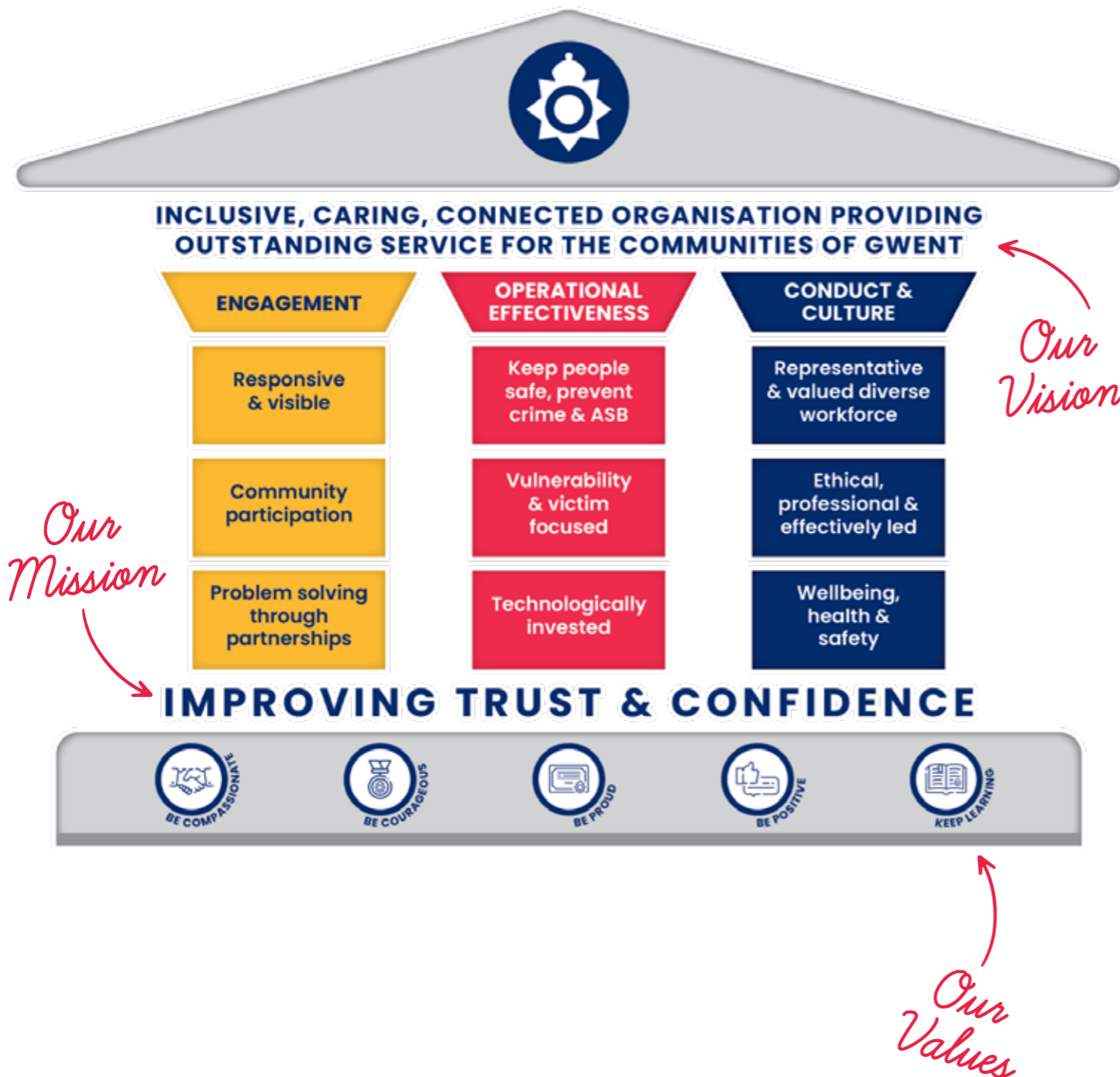
In conclusion, the Chief Constable's Delivery Plan for 2025-2029 is a roadmap for delivering on our commitments to the people of Gwent. By working together with our partners and the community, we will create a safer, more inclusive, and just society for all.

A handwritten signature in black ink, appearing to read 'Mark Hobrough', written over a white background.

MARK HOBROUGH
CHIEF CONSTABLE | GWENT POLICE

WHAT IS THE DELIVERY PLAN?

The Chief Constable's Delivery Plan is created by the chief constable to translate the strategic priorities, set out in the Office of the Police and Crime Commissioner's (OPCC) Police, Crime and Justice Plan, into actionable objectives for our police service. The plan serves as an operational blueprint for us aligning its activities with key priorities. It acts as a performance management tool, helping the chief constable and their leadership team monitor progress, identify areas for improvement, and report outcomes to the Police & Crime Commissioner (PCC) and the public.



WHAT DOES THE PLAN INCLUDE?

OUR MISSION

To improve trust and confidence.

OUR VISION

To create an inclusive, caring, connected organisation providing outstanding service for the communities of Gwent.

OUR VALUES

- Be Compassionate
- Be Courageous
- Be Proud
- Be Positive
- Keep Learning

Our values will underpin all of our activities.

OUR FIVE KEY PRIORITIES

The PCC sets out five priorities for 2025 – 2029 in the Police, Crime and Justice Plan. These were developed through extensive public engagement, capturing the views of the diverse communities across Gwent.

- Preventing crime and anti-social behaviour (ASB)
- Making our communities safer
- Protecting the vulnerable
- Putting victims first
- Reducing reoffending

The delivery plan is based around three key strategic pillars:

- Engagement | Listening, involving and updating our communities.
- Operational effectiveness | Delivering a service that's responsive, visible and fair.
- Conduct and culture | Creating a workplace that's inclusive, caring and connected.

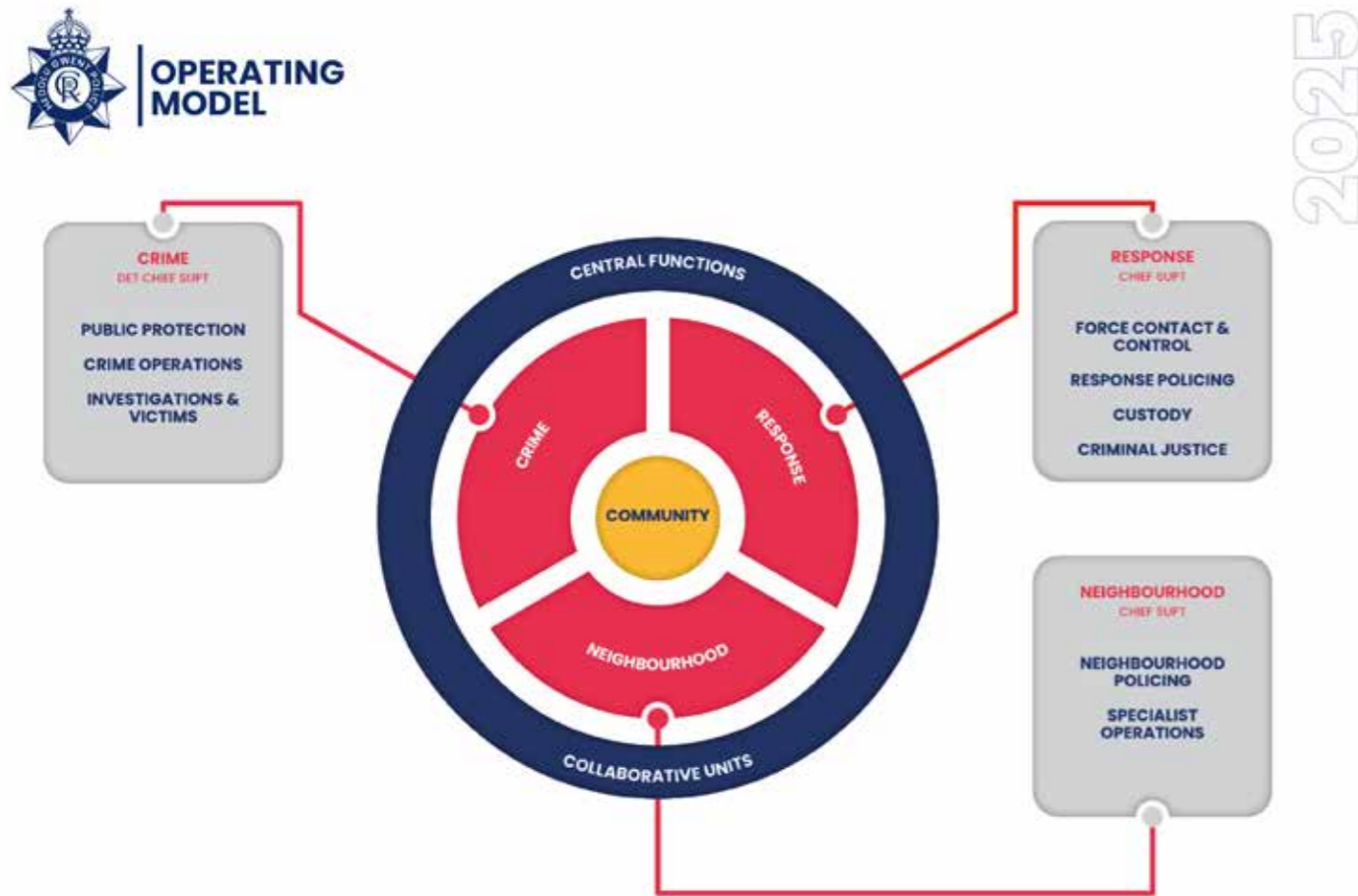
We provide our policing service within a budget of £184 million per year and continue to work to improve efficiency, release cashable savings and improve productivity. The chief constable's mission is to improve trust and confidence as one team that puts the communities it serves at the heart of everything it does. To deliver this we have undertaken a comprehensive review of our operational model.

WHAT DOES THE PLAN INCLUDE?

During 2025, we have moved to a functional model of policing which retains and builds upon a strong neighbourhood approach within the local geographical areas but with supporting workstreams of Response and Crime to deliver policing for the communities of Gwent. This work is enabled by the government's Neighbourhood Policing Pledge and the delivery of this will see investment within neighbourhood policing and supporting services to release officers to frontline policing duties. The programme of work to fully embed the new model and ensure all our systems and processes are fully aligned will continue during 2025-26.

We will prioritise equality and diversity in all our initiatives by further developing and investing in the Strategic Equality Plan. This will be the backbone of our decision making in recruitment, retention and public engagement. We will make our workforce better reflect our communities by continuing to encourage people from underrepresented groups to join the organisation. We will seek to build a positive workplace culture that attracts, selects and retains talented people and which provides them with opportunities for career progression. We will embed our Culture Strategy and deliver the Culture Action Plan to address concerns of legitimacy and embed ethical leadership strategies.

We will continue to deliver our Greener Gwent Sustainability Strategy and implement our de-carbonisation Plan in our aim to deliver net zero emissions by 2030. We will engage with our workforce to ensure that sustainability becomes business as usual, and we will contribute on an organisational level to reducing our carbon footprint.



We will continue to invest in our employees and build a talented, resilient workforce that is more representative of the communities we serve. We are determined that Gwent Police will be an inclusive, caring, connected organisation providing outstanding service for the communities of Gwent.



WHAT ARE WE GOING TO DO?

PREVENTING CRIME AND ANTI-SOCIAL BEHAVIOUR (ASB)

We will continue current progress to reduce and prevent crime while striving to record it ethically and in accordance with the Home Office Counting Rules, the force is performing well in crime data integrity and ensuring that all crime is recorded in an ethical and timely manner.

Our priority will be reducing crime and incidents of anti-social behaviour with particular focus upon reducing acquisitive crime through neighbourhood policing partnerships our problem-solving approach and the introduction of Community Action Teams into hotspot areas identified through data analysis and supported through the government's hotspot funding (Operation Lumley). This fund has allowed focus on the reduction of ASB in communities through 2024-25 and we are pleased to see its continuance into 2025-26. Neighbourhood policing will work closely with Roads Policing Specialist Operations Team which under the new Operational Model will see a joint management team and closer working to ensure that specialist support is aligned to neighbourhood policing priorities. This specialist unit will continue to police the road networks of Gwent and be a key tool in our crime reduction strategy.

The introduction of Community Action Teams in 2025 will work in targeted areas of concern identified through data analysis and support neighbourhood teams to improve visibility and reduce and prevent crime and ASB.

MAKING OUR COMMUNITIES SAFER

We will enhance visibility and presence within communities and continue to implement proactive crime prevention strategies and community engagement initiatives. We will work in partnership with local authorities and community groups to problem solve and address root causes of issues impacting communities. This will be supported by the refreshed Neighbourhood Policing Strategy agreed in 2024 and measured within the Neighbourhood Policing Performance Framework.

Alongside our Neighbourhood Policing Pledge we have reviewed our Engagement Strategy and will strengthen partnerships with local authorities to create safer communities, building on the Safer Streets initiatives. We will utilise technology wherever possible to increase productivity and improve engagement opportunities with our communities.

We will support the government's pledge to reduce harm and restore public confidence in policing and the criminal justice system and use a targeted policing approach supported through the government's hotspot funding.

We will continue our focus on actively addressing the challenges posed by knife crime, serious violence and robbery within our communities. Our comprehensive approach includes working with strategic partners, evidence-based problem-solving and

community engagement to ensure the safety and wellbeing of our residents.

The changes in the Dangerous Dog's Act on 31 December 2023 has had a noticeable increase in intelligence and reports of non-compliance and the impact on our communities has been significant. We remain steadfast in our commitment to making our communities safer by addressing the challenges posed by dangerous dogs. Through a combination of enforcement, education, and community engagement, we aim to reduce the risk of harm and promote a safer environment for all residents. Our ongoing efforts and proactive measures will continue to be a cornerstone of our strategy to uphold the principles of the Dangerous Dogs Act and protect our communities.

PROTECTING THE VULNERABLE

We are committed to safeguarding the most vulnerable members of our community, and this commitment remains unwavering. It is imperative that we prioritise those most at risk and we will ensure the individuals who are at risk, including victims of crime, those experiencing domestic abuse and other vulnerable groups receive the support and protection they need.

We will work with partners to create an environment where vulnerable individuals feel safe and supported, including timely and effective assistance to victims, ensuring they have access to necessary resources and support systems. We are committed to achieving this through a combination of proactive measures, collaborative efforts and a focus on continuous improvement.

We will build trust and confidence between women and girls and the police, and we will do this through our Violence Against Women and Girls (VAWG) Strategy and delivery framework which aligns and connects our actions and activity with the National Police Chiefs' Council's (NPCC) VAWG National Framework and the Welsh Violence Against Women, Domestic Abuse and Sexual Violence National Strategy. We will continue to review processes and implement the Soteria operational model and ensure service improvement for victims. VAWG has been declared a national emergency by police chiefs across England and Wales. The Home Secretary's revised Strategic Policing Requirement (SPR) now includes VAWG as a national threat, alongside terrorism and serious and organised crime.

We are also committed to protecting our diverse communities by addressing hate crime and implementing the Police Race Action Plan (PRAP). The PRAP is integral to our efforts to address racial disparities and build trust within our communities. The plan includes workstreams to address culture, vulnerability, engagement and aligns to our Strategic Equality Plan.

Our engagement approach will include targeted initiatives through regular engagement and transparent communication with vulnerable groups and include working in



WHAT ARE WE GOING TO DO?

collaboration with community organisations to bridge gaps in service delivery.

Protecting the vulnerable is not just a priority but a moral imperative and by adopting a comprehensive and compassionate approach we will lead the way in creating a safer, more inclusive community for all.

PUTTING VICTIMS FIRST

At the heart of our policing strategy is a steadfast commitment to putting victims first. We recognise that the experiences and needs of victims must be central to our approach, ensuring that their voices are heard, and their wellbeing is prioritised throughout the entire investigative process. From the outset of every investigation, we will listen to victims of crime and capture what matters most to them. Our officers and staff will be trained to ask the right questions to understand the unique needs and concerns of each victim.

The 2025 Operational Model review has seen the introduction of a strategic lead for victims at superintendent level and this role will play a vital part in ensuring that our victims offer and services operate effectively and efficiently. The post holder will also have the portfolio for quality of investigation bringing these two elements together into one strategic position.


Our Victim Care Unit will play a crucial role in providing continuous support, following up after the initial response phase and offering additional services in line with the victim's wishes. There will be an unrelenting focus on improving our interaction with victims, we will engage with survivors and victims to better understand their experiences and shape our services. We will safeguard the vulnerable through further enhancing the work of our Multi-agency Safeguarding Hubs. Our commitment to putting victims first extends beyond individual cases. We will work collaboratively with partners across the public, private and third sectors to deliver a comprehensive support system for victims. This will include embedding trauma-informed practice, building multi-agency collaborations and engaging victims and witnesses through their journey.

By prioritising the needs and voices of victims we aim to build trust and confidence in our policing services ensuring that every victim feels heard, supported, and empowered. Together, we will create a safer and more just community for all.

REDUCING REOFFENDING

We recognise that breaking the cycle of reoffending is essential for creating safer communities and improving the quality of life for all residents. Our Integrated Offender Management scheme will continue to play a vital role in managing adult offenders, particularly those persistently committing acquisitive crimes.

By working closely with other agencies, we aim to reduce reoffending rates and the associated costs of crime during and after intervention. We will also focus on prevention



teams, problem solving and communities and partnership working to deliver targeted interventions to reduce reoffending.

Our Youth Offending Teams are embedded and work in partnership to prevent children offending and reoffending by providing support to those at risk of entering the criminal justice system. Through targeted intervention services and measures, we will continue to engage in this vital work to reduce the numbers of children entering the criminal justice system. We will focus on reducing the demand and impact upon communities caused by repeat offenders through effective offender management and we will improve the services we provide to our repeat victims.

IMPROVING PUBLIC CONFIDENCE

Public confidence in policing is a cornerstone of effective law enforcement and community safety. Nationally, the UK faces significant challenges in maintaining public trust and confidence in the police and this is exacerbated by high-profile instances of police offending and misconduct. These incidents have eroded public trust and highlighted issues within police forces. The Casey report, published in March 2023 further highlighted these issues and made recommendations for improvement.

We have not been immune to these challenges and public confidence fell to 61% in March 2023, its lowest recorded level. However, we are committed to addressing these challenges and improving public confidence in our services. It is recognised that high levels of public trust enable better cooperation between the police and the communities, leading to more effective crime prevention and resolution.

We are dedicated to rebuilding public confidence through a comprehensive strategy that focuses on engagement, operational effectiveness, culture and conduct.

Key initiatives include:

- **Ethical leadership and professional standards** | We will foster a culture of ethical leadership and professional standards. This includes robustly tackling misconduct and ensuring that all officers and staff adhere to the highest standards of behaviour.
- **Community engagement and transparency** | We will enhance our community engagement efforts to build trust and transparency. This includes initiatives such as the Ride-Along Scheme, which allows members of the public to observe police work firsthand, thereby increasing their understanding and confidence in the police.
- **Addressing misconduct and offending** | We are committed to addressing instances of misconduct and offending within our organisation. This involves thorough investigations, appropriate disciplinary actions, and implementing recommendations from reports like the Casey Report to prevent future occurrences.



WHAT ARE WE GOING TO DO?

- **Training and development** | Continuous training and development programs are being implemented to ensure that all officers and staff are equipped with the skills and knowledge necessary to service the community effectively and ethically.
- **Technology and data** | The approach will be underpinned with effective and efficient use of technology and data. We will work to ensure that our data is accurate, recorded in a timely manner and informs our decisions. We will ensure our officers and staff are equipped with the correct technology and systems to undertake their roles and that they are efficient in its use.
- **Representative workforce and retention** | Our commitment to fostering a representative workforce and enhancing retention is central to our Strategic Equality Plan and action plan. By prioritising diversity and inclusion, we aim to create a workforce that reflects the communities we serve. Our Strategic Equality Plan outlines specific actions to recruit, develop, and retain talent from diverse backgrounds, ensuring that all individuals have equal opportunities to thrive. We are dedicated to implementing targeted initiatives that address barriers to progression and promote a culture of respect and belonging. Through continuous engagement and support, we will enhance employee satisfaction and retention, ultimately leading to a more effective and representative police force.
- **Wellbeing, health and safety** | Our commitment to health and safety, welfare, and wellbeing is paramount in ensuring a resilient and effective police force. We prioritise the physical and mental health of our officers and staff through comprehensive support and proactive initiatives. Our strategic approach includes regular health assessments, access to mental health resources, and robust training programs focused on safety and wellbeing. By fostering a supportive environment, we aim to reduce workplace stress and enhance overall job satisfaction.

In conclusion, we recognise the critical importance of improving public confidence in our services. By addressing the challenges identified both nationally and locally, and through a commitment to ethical leadership, transparency and community engagement, we aim to rebuild trust and ensure that we provides the highest standard of service to the communities we serve.



NEXT STEPS

The Chief Constable's Delivery Plan will form the basis of our performance management framework and delivery of operational policing.

