

Response to Crest Survey on Performance Management

The results of this survey clearly show disconnect between force leadership and operational officers. The survey results indicate that a culture of targets and league tables still exists. It appears most strongly at middle management levels.

We should not be entirely surprised at these findings. Nor should we seek to apportion blame. They are the product of many years of learned behaviour. What the findings remind us is that behaviour is likely to take years to change.

I know the Chief Constable and his team consistently reinforce their message about 'doing the right thing, not just doing things right'. I echo that. The public want officers who care about justice, not bureaucrats who fixate on numbers.

My approach to holding the Chief Constable to account for performance is centred on improving outcomes for victims and increasing public confidence in policing and the wider criminal justice service.

We use figures but not targets. I have not set any targets and have made it clear to the Chief Constable that I am prepared to see recorded crime rise, if that gives a better reflection of reality.

The public have a right to expect accurate recording of crime. Officers have a right to feel confident about reporting bad news.

Information technology improvements, such as the roll-out of mobile digital policing, will help enhance operational effectiveness and ensure the ethical and timely recording of all incidents and crime.

These figures are evidence of what we have long suspected. But they also identify confidence that efforts are being made to move away from a target-driven regime.

This research should act as encouragement to further change. It should also act as reassurance to officers and staff who responded that their views are being heard.

We have more to do to promote a non-target driven culture. I intend to use the findings outlined in this report to inform thinking on management effectiveness across the force.

I intend to review progress against the initial findings of the survey at the beginning of 2016.

Christopher Salmon, Police and Crime Commissioner for Dyfed-Powys