

**Cllr Barry Wainwright had this to say about the PCC's Newsletter.
(The response back from the PCC's Office was very quick)
See below...**

I received this email this morning and, having read it and spent much of today thinking about it, I could not help but decide I had to respond.

Rarely have I ever read such a vacuous piece of corporate non-speak.

I suspect that everyone who has had any involvement in any organisation at all has come across 'SMART' Objectives. There are variations on how different organisations define the acronym, but in this case, I'll use the original definition: Specific, Measurable, Assignable, Realistic & Timed.

Take each one in turn.

SPECIFIC: I count thirteen uses of 'We Will...'. Not a single mention of *how* any of those objectives is to be achieved. They are nothing more than a vague, wishy-washy wish-list of outcomes. There are *zero* actual practical initiatives that will bring about the outcome that they say "We Will..." achieve.

MEASURABLE: Not a single measurable target, objective or desirable outcome is included. There is no goal setting, no way to measure performance towards any such goal or to determine, at the end of the exercise, whether or not the 'wish-list' has been fulfilled. A very wise manager once said to me that "if a thing is not measured, it will never improve". That seems to be the case here.

ASSIGNABLE: Who is responsible for these objectives? Who do we hold accountable for progress? Who is going to carry out the tasks, to measure performance, to report on how well (or badly) they are doing? If there is nobody responsible, the whole initiative is a waste of time and money.

REALISTIC: (often 'Resourced' is substituted for this objective) In order to be realistic objectives, they have to be attainable, they have to have appropriate resources in terms of time, money and people assigned. There is (again) zero mention of how these objectives are to be resourced. Again, the whole thing is a word-salad of wish-list items that is destined for failure.

TIMED: What timescale is to be applied to these objectives? Next week? Next year? After the next election? I suppose that, as they have not given any target date, it will be quite possible for them to say that they have never failed!

The 2024/25 budget for the Office of the PCC for Cambridgeshire is a little over £1.4 million. If this puerile piece of hogwash is typical of their output, I cannot see that it can possibly be construed as 'Value for Money' in any way, shape or form!

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Best regards,
Councillor Barry Wainwright
Coates and Eastrea Ward
Whittlesey Town Council

Below is the response sent to Cllr Wainwright.....

Dear Cllr Wainwright,

Many thanks for your feedback regarding the Police and Crime Commissioner's new Police and Crime Plan for Cambridgeshire and Peterborough.

I appreciate you taking the time to provide this response.

Producing a Police and Crime Plan is a statutory responsibility for Police and Crime Commissioners (PCCs) on their election. Our approach is a high level, strategic document to which the Chief Constable and partners involved in delivering community safety must have regard. The contents of the Plan were developed following extensive consultation with the public, the Constabulary, partners involved in community safety, criminal justice agencies and third sector delivery organisations.

The Plan is also a public-facing document and one that must be accessible for local residents to access and understand. There are statutory accessibility guidelines which all public sector bodies must also adhere to – these regulations which can be found on the gov.uk website ([Guidance and tools for digital accessibility - GOV.UK](#)) were at the forefront of our minds when developing the Plan. For these reasons, the language is deliberately clear and concise, with lots of white space on each page with a clear and accessible design throughout.

The priorities in the PCC's new Plan continue the work delivered over the last three years – you can track the PCC's delivery performance throughout this period through his annual reports – copies of which can be found here: [Annual Reports](#).

Going forward we will provide evidence of delivery against these over-arching priorities through an accompanying delivery Plan which in effect becomes the office business plan.

The delivery timescales are set to the period over which the PCC is in office, i.e. until May 2028. There are additional challenges at the time of writing in that we do not know the details of the police settlement or how the current government plan to provide grant funding, for example to third sector organisations delivering victim support services.

The PCC is held to account by the Police and Crime Panel who hold regular public meetings to check the PCC's progress against the Plan. You can follow that progress by reading the reports published on the Panel's website: [Browse meetings - Cambridgeshire Police and Crime Panel | Peterborough City Council](#) and you are also welcome to attend any Panel meetings as a member of the public.

The PCC also holds regular Board meetings with the Constabulary and other partners involved in delivering the priorities within the Plan where progress is monitored.

- Business Coordination Board - [Business Coordination Board \(BCB\)](#)
- Criminal Justice Board - [Criminal Justice Board](#)
- High Harms Board - [Cambridgeshire Countywide High Harms Board](#)
- Community Safety Partnership - [Community safety](#)

May I conclude by drawing attention to a recent paper presented to the Police and Crime Panel, which outlines the Commissioner's approach to Commissioning and Grants. Included within this is a reference to the point that the Commissioner's Office has brought in extra funding into the count worth nearly three times the cost of the Office.

Cllr Wainwright, we value your comments, and we are grateful to you for taking the time to read the plan and provide us with this feedback.

I hope my response goes some way to reassure you of how the Plan will be delivered.

Kind regards

Catherine etc

Catherine Kimberley
Head of Engagement and Communications
Office of the Police and Crime Commissioner for Cambridgeshire and Peterborough

TACKLING CRIME AND KEEPING COMMUNITIES SAFE

SAFE COMMUNITIES

From initial contact to response, we will support the Chief Constable to ensure police officers are visible and accessible within communities, listening and responding to your concerns.

Whether you live in a village, town or city, we will ensure you get the police service you need.



EARLY INTERVENTION AND PREVENTION

We will work with police and partners to take an early intervention approach to help prevent crime and serious violence, including violence against women and girls, from happening in the first place.

We will work in partnership to better understand and address the root causes of crime.

We will work with probation and other agencies to ensure that people who have offended change their behaviour and are less likely to reoffend.



TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR

We will support and encourage communities to work with the police and other organisations, such as the county's six Community Safety Partnerships, to resolve local issues such as anti-social behaviour, road safety, rural crime and business crime – issues that matter to them.

We will work with the police and agencies, including the courts, prosecutors, probation and local authorities, to ensure they use criminal justice and other enforcement processes effectively to tackle crime and disorder.




SUPPORTING VICTIMS AND WITNESSES

We will ensure victims can access support services which offer a bespoke response to their individual needs.

We will provide opportunities for victims and witnesses' voices to be heard.

We will work in partnership with criminal justice agencies to ensure victims and witnesses continue to be placed at the heart of the criminal justice system.



BUILDING TRUST AND CONFIDENCE

We will hold the Chief Constable to account to ensure police officers and staff always carry out their duties with integrity and social responsibility.

We will aim to strengthen public trust and confidence through independent scrutiny of police powers.

We will support the Chief Constable and senior officers to continue to promote a culture that is inclusive and diverse and reflects the communities they serve.

