

# Practical guide to engaging with police and crime commissioners

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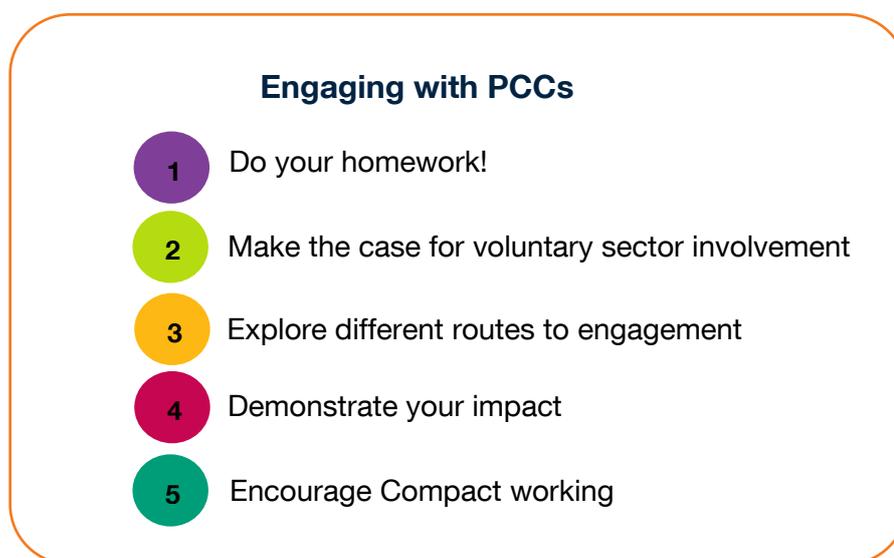
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# Executive summary

The first police and crime commissioners (PCCs) were elected in November 2012 (in London this role is undertaken by the [Mayor's Office for Policing and Crime](#) (MOPAC)). They have a broad responsibility for holding the police to account, setting the police budget and determining and meeting the priorities for policing and crime reduction in the local area. As commissioners and strategic leaders, they are important figures for voluntary sector organisations to engage with.

The first part of this guide provides an overview of how PCCs work and how they fit into the wider criminal justice landscape. The second part focuses on practical tips to help you engage with PCCs. We break the process down into five key steps:



To a significant degree, the best way of engaging with your PCC will depend on the relationships and structures which already exist in your local area. This guide does not provide definitive answers but outlines questions to ask and options to consider in creating a sustainable and mutually productive relationship with your PCC.

Good relationships rely on both parties understanding each other: explaining the value of the voluntary sector is much easier if you can put yourself in your PCC's shoes. It's important to have done your research beforehand on who to approach and how best to pitch your message; it is also essential to think how to convert meetings between voluntary organisations and the PCC into sustainable working relationships with the sector as a whole. Investing resources into engagement at an early stage will be worth the effort if it leads to better partnership working later on.

## Introduction

PCCs were introduced by the Police Reform and Social Responsibility Act 2011 and are elected officials who first took post in November 2012. The pending general election in May 2015 creates

a degree of uncertainty about the future of PCCS, and it is therefore possible that priorities will change come 2016.

PCCs are elected in each police force area, and are required to hold their chief constable to account for the effectiveness and efficiency of their force. PCCs also have responsibility for appointing, and where necessary dismissing, the chief constable.

### Arrangements in London

In London, the PCC role is undertaken by the [Mayor's Office for Policing and Crime](#) (MOPAC). MOPAC is headed by the Mayor or, by his nomination, the appointed statutory Deputy Mayor for Policing and Crime.

There are 41 Police and Crime Commissioners across England and Wales. Because the Compact only applies to England, this briefing does not specifically cover Wales. However, many of the tips for voluntary organisations to use to build better partnerships with PCCs will apply regardless of location.

[A Compact Voice briefing on the Compact and PCCs](#) was published in October 2013. It briefly outlines why PCCs should engage with the voluntary sector. Voluntary organisations may engage with PCCs in a strategic way, or a more straightforward operational way. The purpose of this guide is to provide a consolidated overview of how PCCs are working and outline practical steps to take for voluntary sector organisations that are looking to engage with PCCs.

This briefing is part of a series on engaging with new local government bodies. If you find this resource useful, have a look at the rest of the series, which covers **clinical commissioning groups, health and wellbeing boards** and **local enterprise partnerships**.

# A who's who of policing and crime prevention

To understand how PCCs work, it is important to be familiar with the other key bodies relevant to commissioning in policing and crime prevention. These are summarised below:



## About police and crime commissioners

### What are police and crime commissioners responsible for?

PCCs are responsible for securing an efficient and effective policing service. They are not responsible for running the police which remains the responsibility of the chief constable. PCCs specific duties include:

- **Setting the strategic direction for tackling crime and community safety:** PCCs are responsible for drawing up a police and crime plan which determines, directs, and communicates the PCC's local priorities for their period in office. PCCs may vary existing plans or issue new ones at any time.
- **Commissioning of community safety services and activity:** PCCs can commission or fund activities to support the priorities in their Police and Crime Plans. In many cases this has involved providing direct funding to a variety of community-based and public-facing organisations (often voluntary sector organisations) which deliver support to vulnerable people who find themselves at risk of offending or those who fall victim to crime.
- **Local Commissioning of victims' services:** From 1 October 2014, the majority of support services for victims at a local level became the responsibility of Police and Crime Commissioners (PCCs). PCCs may choose to commission these services from external organisations, including the voluntary sector, via grants or contracts.
- **Securing value for money:** PCCs are responsible for setting the annual budget for their police force area.
- **Holding the police to account:** as the elected representative of the public, PCCs assess the performance of their force against the priorities in the plan. They appoint and can remove the chief constable.
- **Bringing together local partners:** PCCs are under a statutory duty to collaborate with local authorities and other criminal justice partners. They should also work with other local partners such as clinical commissioning groups in order to tackle socio-economic factors which have a significant impact on crime. For specific activities they must also consult with the chief constable and the police and crime panel.
- **Engaging with victims and community members:** PCCs must engage with victims and members of the wider community in carrying out their duties.
- **Contributing to national and international policing capabilities:** these are set by the Home Secretary, and include tackling terrorism and serious and organised crime.

## How are police and crime commissioners funded?

PCCs receive their funding from a number of sources but the two main sources are central government and the council tax police precept.

- **Home Office police grants:** includes the Home Office Police Main Grant, as well as specific Home Office police grants such as the Counter Terrorism Police Grant.
- **Community safety fund (CSF):** from 2013/14, PCCs gained control of the CSF which replaced the vast majority of previous Home Office drugs, crime and community safety funding streams. It was not ring-fenced from general policing funding and it was at each PCC's discretion how much of it, and in what way, it was spent on community safety in line with their Police and Crime Plans. From 2014/15 the Community Safety Fund ceased to exist and PCCs have one policing budget from which they may choose to fund community safety activities.
- **Council tax police precept:** PCCs set the council tax police precept for their local area (the proportion of council tax which goes to the police).

PCCs are under significant pressure to find savings: the police have seen a [20% reduction in central government funding from 2011/12 to 2014/15](#), and are likely to see similar cuts until 2020. Some PCCs also face particular funding constraints. For instance, funding for the commissioning of victims services mentioned above was allocated on the basis of population only: this potentially disadvantages areas with higher than average crime rates, such as London.

## Where do police and crime commissioners operate?

There are 42 PCC areas in England and Wales. The Association of Police and Crime Commissioners has an [online tool allowing you to find your local PCC](#). Reflecting London's unique governance arrangement, the Mayor of London carries out the functions of the PCC in the capital through the [Mayor's Office for Policing and Crime \(MOPAC\)](#).

## Police and crime panels

PCCs are overseen by police and crime panels which include councillors and / or the elected mayor, and a minimum of two independent members. The panel:

- Scrutinise the council tax police precept and the PCC's annual report;
- Reports on whether the PCC has achieved the aims set out in the police and crime plan; and
- Confirms the appointment of the chief constable.

Police and Crime Panels have limited powers to permanently oppose the decisions of PCCs, so the amount of influence they have in practice is limited and varies from area to area. The London Assembly Police and Crime Committee performs a similar role for [MOPAC](#).

## Coordination with local criminal justice agencies

There is a general recognition that criminal justice agencies must work better together: a recent [National Audit Office report into the criminal justice system](#) showed how poor collaboration can waste significant resources. Linking up local agencies is an important part of the role of the PCC, but there is significant local variation in how this organised in practice.

**Community safety partnerships (CSPs)** CSPs are based within local authorities, and are made up of representatives from 'responsible bodies', which includes the police, local authorities, fire and rescue authorities, probation service and health. They are responsible for reducing crime and dealing with issues such as antisocial behaviour, drug and alcohol misuse and reoffending.

PCCs and CSPs must work in partnership but are free to determine the exact approach that they adopt in line with local arrangements. They must also have regard to each other's priorities when developing their plans.

CSPs were originally funded by the Home Office via local authorities, but funds were diverted from local authorities to PCCs in 2012. As a result, in some areas PCCs will continue to fund a CSP, but this is not the case everywhere. Therefore it is worth noting that the role of the CSP, and how they work with PCCs, varies from area to area.

Some areas have **local criminal justice boards** (LCJBs) – also known as local criminal justice partnerships. These are locally created boards which produce strategic plans on criminal justice. The board will usually include representatives from the police, the Crown Prosecution Service, the court and tribunal service, the probation service, the prison service and the PCC’s office. Due to changes in the organisational and funding landscape, some LCJBs have merged or changed their focus, but can still be important local partners for voluntary organisations.

### **Case study: Northumbria Survivors’ Engagement, Empowerment and Development (SEED) Project**

The [Angelou Centre](#) offers community based provision to advance the economic and social independence for black, Asian and minority ethnic (BAME) women. Recognising that domestic violence provision for BAME women was insufficient, the Northumbria Criminal Justice Board (NCJB) partnered with the Angelou Centre to develop a support network for survivors of honour-based violence, forced marriage and 21<sup>st</sup> century domestic slavery. The project was successful in responding to a clear unmet need for support and helped to raise awareness of the issues more broadly.

For more information see the [Improving the criminal Justice System – lessons from local change projects](#) report.

### **Greater Manchester Voluntary Sector Justice and Rehabilitation Forum**

Many PCCs have set up their own strategic engagement structures to improve partnerships between local agencies. For example, The Greater Manchester PCC (GMPCC) chairs a Justice and Rehabilitation Executive.

The executive has in turn appointed GMCVO to host a [Voluntary Sector Justice and Rehabilitation Forum](#). Set up in late 2014 and supported by Clinks, the Forum will provide a mechanism for a more strategic relationship between the voluntary and public sectors in the area of crime and justice, with communication flowing to and from the Justice and Rehabilitation Executive Board.

There may be local forums or boards in your area such as the one in Greater Manchester, which may bring together different agencies to focus on specific areas, such as domestic violence, rehabilitation of offenders or hate crime. [Clinks has a useful guide to the criminal justice system](#) on its website.

## **Local authorities**

One of the key ways PCCs and local authorities will work together is through community safety partnerships (CSPs), which are based within local authorities (an overview of CSPs is outlined in the previous section). However, police and local authorities work closely together in a number of other ways as well. For instance, the police are partners in local safeguarding children boards, the

aim of which is to co-ordinate member agencies in protecting and promoting the welfare of children. Most local authorities also have a safeguarding adults panel which includes the police in discussions on how to safeguard vulnerable adults from harm.

One of the challenges for voluntary organisations trying to work with both a local authority and the PCC is that their geographical remits are often different. For example, in some areas there is one local authority, one PCC and one CSP. However, in other areas there will be one PCC covering several local authority areas.

## Local health organisations

Since PCCs oversee community safety as well as policing, they need to link in closely with health agencies on issues such as violence against women and girls, mental health and drugs and alcohol abuse. **Health and wellbeing boards (HWBs)** provide a forum in which different local agencies can come into contact with each other and also produce the joint strategic needs assessment and joint health and wellbeing strategy for the local area. While the PCC is not a statutory member of the HWB, in practice he or she will often be represented.

**Clinical commissioning groups (CCGs)** and **NHS England** are also responsible for commissioning services relevant to criminal justice and policing. For instance, CCGs are responsible for health services for adults and young offenders serving community sentences, mental health services and alcohol health workers, while NHS England commissions health services for people in prisons and secure psychiatric services. Voluntary sector organisations working in the overlap between health and criminal justice (for instance with homeless people or individuals with complex and multiple needs) are likely to want to build partnerships with both the CCG and PCC.

Clinks have produced the toolkit '[Navigating the health landscape in England: a guide for the voluntary sector working with offenders](#)'. Their website also brings together a collection of useful resources on offender health, including an email bulletin, which can be accessed at [www.clinks.org/health](http://www.clinks.org/health). The Home Office have also produced a factsheet setting out [why PCCs need to work with the health and care system](#).

While the specific arrangements in Wales are beyond the scope of this guide (because the national Compact only applied to England), it is worth noting that health but not justice is devolved in Wales, so the interaction between health and the criminal justice system will be different.

# Engaging with police and crime commissioners

In this section we set out a five step practical plan for how voluntary organisations can engage with their local PCC.

## Engaging with PCCs

- 1 Do your homework
- 2 Make the case for voluntary sector involvement
- 3 Explore different routes to engagement
- 4 Demonstrate your impact
- 5 Encourage Compact working

## 1. Do your homework

### Know your PCC

It is useful to begin by making sure you have a clear idea about how your local PCC works. The box below lists some of the pieces of information key to gaining this understanding.

### What should I know about my PCC?

- ✓ The identity of the PCC and their deputy, their political affiliation (if any) and professional background.
- ✓ The staffing structure within the office of the PCC. For example, some offices will have commissioning staff, others won't.
- ✓ The staff member responsible for partnerships with the voluntary sector.
- ✓ The areas in which volunteers and voluntary organisations are already collaborating with the PCC.
- ✓ The local authorities, HWBs and CCGs which overlap with the policing area.
- ✓ The PCC's priorities as set out in the police and crime plan, and how these fit in with your mission
- ✓ Any planned renewals or revisions of the police and crime plan.
- ✓ Other public statements made by the PCC or their office on their priorities or views, including within their manifesto.
- ✓ The PCC's annual report to the police and crime panel on whether the PCC has achieved its aims.
- ✓ The size of the PCC's annual budget.
- ✓ The details of any grants programmes they manage, details of how victims and other services are commissioned, and where they advertise tender opportunities. Many PCCs use [Blue Light](#).

Gaining the above information will give you an overview of how the PCC operates in practice and an understanding of which people are involved in decision making, and will allow you to tailor your message to the PCC's priorities.

The Association of Police and Crime Commissioners has a tool which allows you to [find your PCC](#), with contact details and a short biography of the PCC, and also [aggregates news relating to PCCs](#). Other sources of useful updates in relation to PCCs and criminal justice more generally include the [Police Foundation](#) and [Her Majesty's Inspectorate of Constabulary](#). Clinks have also published an [analysis of PCC police and crime plans](#), which provides a national picture of their priorities.

### **Know your local partnerships**

An important part of the PCC's role is to bring together local partners – in addition to understanding your PCC, it is therefore also important to understand how they fit into the local landscape. The box below sets out some basic questions you should ask about the partnerships that the PCC has built.

#### **What should I know about relationships between local statutory partners?**

- ✓ The membership of the community safety partnership, its strategies, membership and engagement exercises.
- ✓ Whether a local criminal justice board (LCJB) exists; if so, research its strategies, membership and consultation exercises.
- ✓ Whether a representative of the PCC sits on the HWB.
- ✓ What other area-specific boards or forums the PCC participates or chairs: for instance, children, rehabilitation of offenders or community relations.
- ✓ Any other ways in which CCGs and the PCC work together.

#### **Where to find out more about local statutory partnerships in your area:**

- DCLG hosts a [local council directory](#)
- [Local Government Association \(LGA\)'s brief guide to local government](#) is a good starting point for understanding local government.
- Contact and other basic information for each HWB is available from the [King's Fund Directory](#) and Regional Voices also has a useful '[Who's Who in Health and Social Care Guide](#)'.
- Check with regional and local support organisations in your area as they may have guides to the various statutory bodies and partnerships between them in the area they represent. For example, VONNE have a [criminal justice directory for the North East](#).

#### **Where to find out more about voluntary sector partnerships in your area:**

It's also very important to familiarise yourself, if you aren't already, with what voluntary sector partnerships exist in your area and their relationships with the PCC and other statutory bodies. Strategic relationships between the voluntary sector and statutory organisations are vital to

ensure that the knowledge and expertise of the sector can be utilised - but statutory services often highlight that they struggle to engage with the sector because of its breadth and diversity. The voluntary sector therefore needs to work together in order to build strategic relationships. In many areas structures have been set up to provide PCCs with a single point of contact to engage with the voluntary sector. Speak to your local [Council for Voluntary Service](#) and research who is already talking to the PCC, and whether you can coordinate your offer.

[Safer Future Communities \(SFC\)](#) networks were funded between 2011 and 2013 to provide this coordinating function. In some areas they or their legacy continues. You can find contact details for the organisations that coordinated each SFC network at [www.clinks.org/sfc](http://www.clinks.org/sfc).

Clinks have produced guidance on developing and establishing local networks that allow the voluntary sector to have a better strategic dialogue with statutory sector partners. Guidance on [Developing a Criminal Justice Network](#), and a guide that provides the public sector with [Six Principles for Engaging the Voluntary Sector in Criminal Justice and Community Safety](#), can be downloaded from the Clinks website.

## 2. Make the case for voluntary sector involvement

Some PCCs will have a good understanding of their local voluntary sector, and others less so. A recent [Clinks survey](#) highlighted that while PCC's awareness of their local voluntary sector is high, engagement – particularly strategic engagement – is not as good. Some PCCs or deputy PCCs have a voluntary sector background, or are involved in voluntary organisations as trustees or volunteers. However, misinformation and confusion about the sector does exist in some areas, so it is important to be able to make a clear case for the strengths of the sector. Clinks have a [collection of resources](#) aimed at supporting organisations to work with PCCs on their website, along with information outlining the [voluntary sector's 'offer' to PCCs](#).

The box below summarises some key points.

### **Five reasons for public bodies to work with voluntary sector organisations**

- 1. Expertise:** by working with geographic or thematic communities – often over the course of many years – voluntary sector organisations have detailed knowledge of local community safety issues and how to respond to them
- 2. Value driven:** the ultimate goal of the voluntary sector is to meet the needs of its beneficiaries, so it will often deliver added value.
- 3. Innovation:** voluntary sector organisations can often identify problems and start experimenting with solutions more rapidly than the statutory or private sector – particularly when they are grant funded.
- 4. Preventative services:** the voluntary sector excels in early intervention, prevention and holistic services which reduce the need for individuals to rely on statutory services later on.
- 5. Contact with underrepresented groups:** voluntary sector organisations reach people who are less likely to be heard by government, ensuring that policies take into account the needs of all sections of society.

### **Case study: Positive Lifestyles**

Crime and anti-social behaviour amongst young people limits the opportunities that will be available to them in later life: [it also costs the government £5.2bn every year.](#)

Humberside PCC commissioned Catch 22, working in partnership with police, fire and rescue and youth offending teams, to deliver a youth crime prevention programme called [Positive Lifestyles](#). Vulnerable young people are steered away from the criminal justice system and connected to their community through sport, physical activities, arts and education.

The activities are run at the times and places which are most convenient for hard to reach young people, and enable them to develop the skills and confidence to access education, employment and training opportunities.

Like most other public services commissioners, PCCs have to manage with reduced budgets and think creatively about how public services are delivered. Demonstrating how holistic and preventative services delivered voluntary sector can reduce crime, and therefore make the PCC more electable, can be a powerful argument.

PCCs are also under a statutory duty to engage with communities and victims of crime. The voluntary sector is in a unique position to ensure that marginalised groups have their voices heard, particularly in places where relationships with the police may suffer from a lack of trust. As an example, [research commissioned by Nottinghamshire PCC Paddy Tipping](#) found that more than one third of the BAME residents surveyed who had been the victims of crime did not report it to the police. The voluntary sector can act as a bridge between the police and these groups.

### **Case study: Northamptonshire PCC's Stop and Search Consultation**

Northamptonshire PCC ran a consultation to establish the opinions and experiences of residents on stop and search powers. In order to gather views from hard to reach young people, and those in areas where stop and search figures were particularly high, the PCC partnered with youth organisations Service Six, Groundwork, Clubs for Young People and the Northampton Association of Youth Clubs.

The targeted work was supplemented by a more widespread approach through schools, colleges, other youth groups and venues attended by young people, and focus groups. This allowed the PCC to engage with young people from a variety of backgrounds and environments.

For more information, see [Police Accountability: Written Evidence](#)

### 3. Explore different routes to engagement

#### Building your profile

The first step is to build relationships with the PCC and people in the PCC's office. The box below sets out some suggestions on how you might go about this.

#### How do I build a profile with my PCC?

- ✓ What are your objectives in engaging with the PCC? Make sure you are clear why the PCC the best person to approach, rather than a local criminal justice board, advisory group or other criminal justice agency,
- ✓ PCCs are interested in the local community - what local knowledge and experience do you have that they could use?
- ✓ What public events is the PCC or deputy attending that you could go along to? Is anything happening connected to the community or the area that you work in?
- ✓ Who do you already know who might already know the PCC or someone in their office? Are they aware of any opportunities for engagement?
- ✓ Can you get involved in any of the groups or panels which the PCC sits on?
- ✓ How does the PCC engage with the community in general and the voluntary sector in particular? How can you feed into these processes?
- ✓ Can you provide opportunities for the PCC to speak about their priorities or things that matter to them? Are you running a campaign which the PCC might be happy to put their name to?
- ✓ Are you able to be reactionary and make the most of relevant news stories and events as they come up?

Giving the PCC direct experience of what you do is particularly powerful. For instance, [Integritas Advocacy](#), a charity based in Nottingham that provides support and information for vulnerable adults in the city, invited the Nottinghamshire deputy PCC to volunteer for a day. Integritas was later successful in securing funding from the PCC.

If you are seeking to investigate applying for funding from the PCC (as opposed to a strategic relationship), it is also worth keeping the following points in mind:

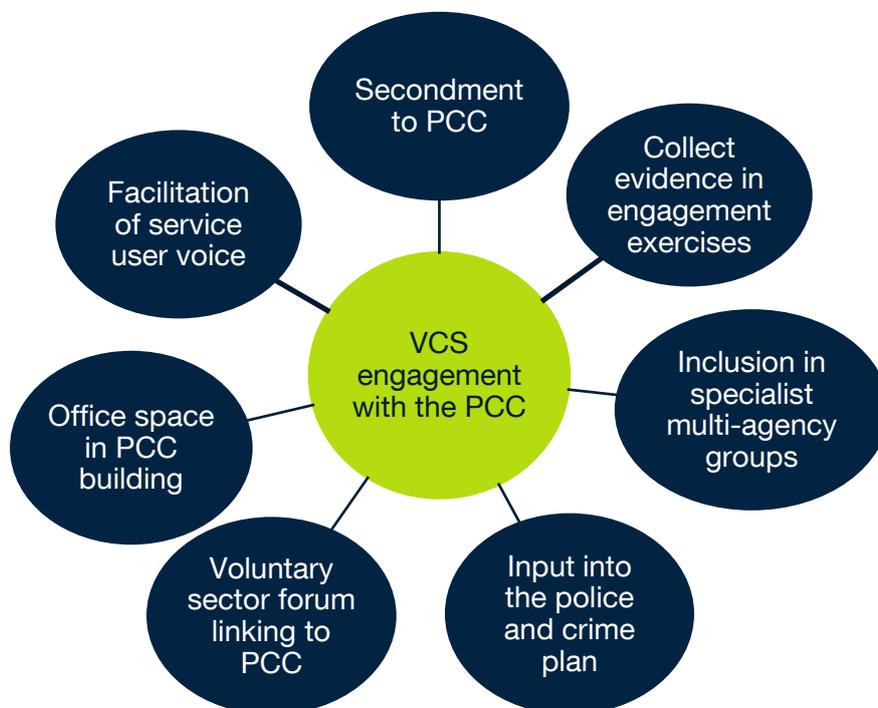
<b>Objectives</b>	Know what you want from the PCC and be able to show how this links in with the PCC's own objectives.
<b>Timing</b>	January to March is the period in which budget discussions and negotiations on the council tax precept are held. If you want funding, try and get something in the diary for before Christmas.
<b>Budget</b>	Be aware of the PCC's budget: it is no good putting forward a great pitch if you ask for an unrealistic amount of money at the end of it.

## Building engagement at a strategic level

PCCs are still relatively new, so the process of relationship building is ongoing. In addition, a [recent Clinks survey](#) revealed that there is a gulf between the high proportion of voluntary organisations who had met their PCC and those who felt that they could actually influence them.

Converting contact between individual organisations into sustainable and permanent arrangements that benefit the sector as a whole is one of the most difficult parts of the process. It is however also essential for this to happen, if the sector is to present a coherent front and the PCC is to understand the full scope and diversity of the sector. As mentioned previously, it is worth finding out if there is a [Safer Future Communities network](#) or other structures operating in your area to assist with coordinating the sector's offer.

There are a variety of ways for the sector as a whole has to develop links with PCCs. The method or methods that work best will depend on local circumstances and priorities.



### **Case study: Norfolk Community Relations and Equality Board**

The [Norfolk Community Relations and Equality Board](#) is a partnership of public sector and voluntary organisations chaired by the Deputy PCC for Norfolk. The purpose of the board is to set overarching objectives for partnership working on equality, community tension and hate crime and to ensure that the work of the County Community Relations and Equality Officer delivers on these agreed objectives.

The Board is working on a number of partnership projects, including supporting voluntary and community organisations to access affordable professional interpretation and translation services, and tackling hate incidents and hate crime in Norfolk.

### **Case study: Voluntary Action Leeds and West Yorkshire PCC**

Since his election as the West Yorkshire PCC, Mark Burns-Williamson has worked closely with Voluntary Action Leeds (VAL). After signing the refreshed Compact for Leeds, Mr Burns-Williamson agreed to fund the development of a Third Sector Advisory Group which would reflect a range of interests across Leeds. The Advisory Group is supported by a full time third sector adviser and holds an annual conference to ensure accountability to the wider sector.

The sector has also been allocated a place on the Partnership Executive Group, while the refreshed police and crime plan has been heavily influenced by the sector and is peppered with references to its current and potential future role in making communities safer. Lastly, a VAL member of staff has been temporarily relocated to the Office of the PCC. [VAL and the West Yorkshire PCC were shortlisted for the Innovation Award in the 2014 Compact Awards.](#)

It is important to remember that PCCs are operating with substantially reduced budgets, so some of the more involved forms of strategic engagement may be too resource intensive to be practical in some communities. In those circumstances, it is worth thinking about whether there are any more light touch approaches which can be used. For instance: if organising a secondment of someone from the voluntary sector to the PCC does not prove to be possible, could you look into the voluntary sector participating on an advisory group or board with the PCC instead? Clearly, there is still a cost involved in this alternative (even if it is just people's time), but this can be a less intensive option.

## 4. Demonstrate your impact

The crucial point is to be able to demonstrate that you are solving a problem that the PCC cares about. This involves taking into account the priorities set out in the police and crime plan but also remembering the pressures that PCCs are under as elected officials and to find savings. Clinks have published a useful section on their website on [demonstrating effectiveness](#). [Nesta's free learning materials and expert guidance](#) provide support for organisations developing new solutions and services.

### Impact and solutions

- ✓ Have you in place robust evaluation processes which demonstrate that you are delivering real social value and value for money?
- ✓ How could your experience contribute to the police and crime plan or PCC consultations to ensure that they reflect the needs of the community?
- ✓ How does the issue you care about fit in with the priorities and strategy already identified in the police and crime plan?
- ✓ Can you help build bridges between the PCC and other commissioners e.g. the CCG?
- ✓ Who are the groups of people that you could help connect the PCC with?
- ✓ Have you got evidence or could you collect evidence which could feed into the commissioning process?

There are also a number of publicly available sources of evidence and data which can be used to bolster your case:

- The [police provide data on policing](#) broken down by police force. A [number of apps also use this data to produce other useful tools](#).
- Clinks have an easy to use [statistical toolkit](#) which gives data on crime and reoffending, anti-social behaviour, arrests by ethnicity, victims of crime, substance misuse, violence against women and girls, youth crime and hate crime. The data can be broken down by police force area.
- The [Home Office produces regular publications on crime outcomes in England and Wales](#) and [collates a list of all government documents relating to crime statistics](#).
- The [Crime Survey of England and Wales measures crime through an annual survey](#).
- [The Prison Reform Trust's Bromley Briefings](#) are a useful source of facts and figures on prison.
- The [Office of National Statistics collects a wide range of relevant data and produces useful publications](#), including annual statistical bulletins on crime in England and Wales.
- [Public Health England's Data and Knowledge Gateway](#) allows you to access the high quality data and analysis tools and resources which are used by local government and health services professionals. The [Fingertips Platform clearly presents a number of indicators across a range of health and wellbeing themes](#) and is designed to support JSNAs and commissioning.

- [UK CrimeStats is the open data platform of the Economic Policy Centre](#) which provides statistics on different categories of crime broken down by area. Some information is provided free, although you need to pay for premium content.
- [Statista](#) provides global statistics, including some on criminal justice. You need to pay for premium contents but some of its graphs and data are available for free.

### **Case study: Justice Data Lab**

The Justice Data Lab is run by the Ministry of Justice. Now in its second pilot year, it provides an evaluation service to help criminal justice organisations assess the effect of their interventions on reoffending rates.

The Justice Data Lab operates by allowing organisations who work with offenders to submit data about services and service users. The Justice Data Lab then provides a free report showing the reoffending rate of that group compared against a control group of similar offenders. The reports are made public to allow other organisations to use of the evidence.

Although still in its early says, the Justice Data Lab is showing potential not only in demonstrating the impact of different interventions but also in helping organisations think about how to maximise the efficiency of their data collection techniques.

For more information on this project, the case study can be [read in full on the Compact Voice website](#).

## **5. Encourage Compact working**

### **The national Compact and local Compacts**

[The Compact](#) is the agreement between government and the voluntary sector in England. It sets out key principles which establish a way of working that improves their relationship, in order to achieve common goals for the benefit of communities and citizens in England. The latest version of the Compact was produced in 2010, and all central government departments have signed up to it.

The national presence of the Compact means that it has a strong identity and widespread buy-in. This is combined with the flexibility of local Compacts which are often based on the national Compact but which are tailored to reflect the needs of each community. [Compact Voice's map of local Compacts](#) will help you find your local Compact and the main point of contact.

### **Using Compact principles**

Local Compacts often have signatories, such as the local Council for Voluntary Service, the local authority and Clinical Commissioning Group. Some PCCs are also signed up to their local Compact – Compact Voice's annual survey of local Compacts showed 12% of PCCs were signed up in 2014, compared to only 3% in 2013.

The national Compact is made up of five key principles, each of which sub-divides into a number of specific undertakings on government and/or the voluntary sector. It is important to remember that the responsibility for partnership working is shared between sectors, and is not government alone.



These undertakings are more than abstract concepts – they are concrete steps which can help ensure that the voluntary sector is not an optional extra, but a co-producer and provider. Using the national Compact as an example, the table below shows how undertakings within Compacts can be used by the voluntary sector to advocate for real change.

	<b>Undertaking</b>	<b>Application</b>
<b>1.4</b>	Ensure greater transparency by making data and information more accessible.	Encourage your PCC to put their statutory disclosures and a register of meetings with external stakeholders on their website.
<b>1.5</b>	Consider a range of ways to support civil society organisations, such as enabling access to state owned premises and resources.	Encourage your PCC to consider allowing its office to be used for voluntary sector activities, such as hosting a third sector advisory network or voluntary organisation.
<b>2.3</b>	Work with civil society organisations from the earliest possible stage to design policies, programmes and services.	Work with your PCC to hold engagement and capacity building events for the voluntary sector.
<b>3.8</b>	Recognise when civil society organisations apply for a grant they can include appropriate and relevant overheads.	Encourage the PCC to develop guidance making it explicit that voluntary organisations can include costs such as volunteer management and training in overheads.

4.2	Assess the impact on beneficiaries, service users and volunteers before deciding to reduce or end funding.	Engage with the PCC early on when funding may be reduced and be ready to demonstrate the impact of your service.
5.3	Take practice action to eliminate unlawful discrimination.	Show the PCC how your work in the community helps engage marginalised and disadvantaged groups.

**Case study: Avon and Somerset PCC’s Voluntary, Community and Social Enterprise Sector Charter**

The Charter signed by the Avon and Somerset PCC is a statement of commitment to a greater understanding between the PCC and its voluntary sector partners. It acknowledges the importance of partnership working to serve the local community, helps each partner understand the other better, and encourages the sharing of information.

The Charter has been approved by the regional VCS umbrella organisations and is regularly referred to by the PCC’s commissioning team as ‘best practice’ guidelines. The impacts include consultation periods of no less than twelve weeks in commissioning pans; wide publicity of upcoming funding opportunities; and capacity building supplier workshops for each round of commissioning.

[The Avon and Somerset PCC Charter was shortlisted in the Local Compact Partnership Award in the 2014 Compact Awards.](#)

## About Compact Voice

Compact Voice works to promote the Compact and ensure that strong, effective partnerships are at the heart of all relationships between the voluntary sector and government locally and nationally. We provide training, support, advice and information about better partnership working to both sectors, represent the interests of the voluntary sector to government, and champion the principles of the Compact.

## About Clinks

Clinks is the national infrastructure organisation supporting voluntary sector organisations working with offenders and their families. Our aim is to ensure the sector and those with whom it works, are informed and engaged in order to transform the lives of offenders and their communities. We do this by providing specialist information and support, with a particular focus on smaller voluntary sector organisations, to inform them about changes in policy and commissioning, and to help them build effective partnerships and provide innovative services that respond directly to the needs of their users.

## Selected further resources

- Compact Voice has recently published a [Partnership Working Toolkit](#) which provides practical, straightforward information covering everything you need to know about local Compacts, understanding and engaging with commissioners, decommissioning well and constructive dispute resolution procedures. We have also produced a briefing on the [Compact and police and crime commissioners](#) which makes the case for why PCCs should engage with their local Compact.
- [Clinks](#) has a huge range of resources relevant to PCCs. In particular, it ran the [Safer Future Communities](#) project between 2011 and 2013 to help the voluntary sector engage with and influence PCCs; the archived materials are still very useful. There is a [list of former SFC networks](#), these can be a good first point of contact locally.
- The [Association of Police and Crime Commissioners collates news](#) from PCCs across England and Wales.
- The Cabinet Office and the Home Office have published '[Police and Crime Commissioners and civil society](#)', a report sharing best practice to develop further collaboration between police and crime commissioners and the voluntary sector.
- The [Criminal Justice Alliance website](#) is a good place to follow policy developments in the area of criminal justice, including latest news and relevant consultations.
- The [Police Reform and Social Responsibility Act 2011](#) is the primary legislation in this area. The [Policing Protocol Order 2011](#) sets out the duties and powers of the PCC, chief constable, police and crime panel and Home Secretary.
- The [Institute for Voluntary Action Research](#) produces useful research reports on partnership working.
- This [National Audit Office report. 'The criminal justice system: landscape review'](#) gives a good overview of the operation of the criminal justice system in England and Wales and the main challenges to the system operating effectively.
- [Her Majesty's Inspectorate of Constabulary](#) is responsible for inspecting and reviewing police forces. It publishes reports on individual forces as well as national themes such as data, equality and diversity, and police relationships.
- The [Police Foundation is a think tank focused on policing and crime reduction](#) and a good source of knowledge and commentary on current issues.
- [Russell Webster's blog](#) provides timely commentary on a range of criminal justice policy issues.
- [Blue Light](#) is where PCCs advertise many of their procurement activities.

If you require this information in an alternative format or have any feedback on our resources, please email [compact@compactvoice.org.uk](mailto:compact@compactvoice.org.uk) or call 0207 520 2451.

