



**CLiNKs**

supporting voluntary organisations that  
work with offenders and their families

**Police and Crime Commissioners** Generation 2.0  
Engaging with  
**Police and Crime  
Commissioners**



## About Clinks

Clinks is the national umbrella body for voluntary sector organisations that work with offenders and their families. We have over 600 member organisations, of all sizes, delivering services in local communities to transform offenders' lives and promote desistance from crime. Our vision is of a vibrant and independent sector working with informed and engaged communities to enable the rehabilitation of offenders.

Our sector has an important contribution to make to community safety. Voluntary sector organisations have been working in their local communities for many years, providing expert interventions that work to cut crime. They are a key partner for Police and Crime Commissioners (PCCs) in the development and delivery of local services, as well as a critical friend when decisions that affect their service users are made.

Clinks has worked with the Home Office since the PCC role was first created, to help facilitate this important relationship. This included work through the Safer Future Communities project, which supported local networks of voluntary organisations to engage with the new structures as they first took shape. In some areas these local networks continue to operate and work alongside PCCs.

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# Introduction: **Police and Crime Commissioners**



**The first Police and Crime Commissioners (PCCs) were elected in November 2012. There is a PCC in each police force area. In London this role is undertaken by the Mayor's Office for Policing and Crime (MOPAC).**

Combined elections for local authorities, Police and Crime Commissioners and the London Mayor will take place on 5 May 2016. In Greater Manchester, the PCC's term will be extended to May 2017, when the role will be merged with that of the Mayor and the first Mayoral elections will take place. This is discussed in more detail later in the briefing.

Police and Crime Commissioners 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. With increasing regional devolution and integration of criminal justice services, PCCs' powers may increase in the future to include more involvement with fire and rescue authorities, and youth justice

services. They are accountable to Police and Crime Panels which include councillors and/or the elected mayor, and independent members.

As commissioners and strategic leaders, PCCs are important figures for voluntary sector organisations to engage with. We have produced this briefing to enable you to make the most of the upcoming PCC elections as an opportunity to engage with your PCC, whether they are re-elected or a newcomer.

The first part of this briefing provides an overview of what PCCs are responsible for and why they are important for you to engage with. The second part focuses on practical tips to help you engage with PCCs. 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.



# Why are PCCs important?

**PCCs are not only commissioners, they are also important strategic figures in the local Criminal Justice System (CJS) – effective engagement between the voluntary sector and PCCs leads to better partnership work and more joined-up services for those involved with the CJS.**

Building a relationship with your PCC may enable you to access funding and will also support better relationships with other agencies, such as the police, Local Criminal Justice Boards and Health and Wellbeing Boards (further information about local structures is provided later in this briefing).

## **PCCs' responsibilities**

### **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 each PCC's local priorities for their period in office. PCCs may vary existing plans or issue new ones at any time. If your work as an organisation relates to crime and community safety, you may want to align with, or otherwise influence, the priorities of your PCC.

### **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 are at risk of offending or those who are victims of crime.

While part of PCCs' funding from the Home Office was previously ring-fenced to be spent on community safety activities (known as the 'community safety fund'), there is no longer any requirement for them to fund non-police activities. However, PCCs are responsible for ensuring community safety priorities are addressed and for reducing crime in the area, so they are likely to be interested in exploring wider prevention and diversion activities.

There have been significant cuts to PCC budgets since their introduction, meaning that PCCs



are under increasing pressure to find savings. It is important to be aware when engaging with and pitching to PCCs that they are working to a number of priorities with limited funds.

### **Local commissioning of victims' services**

From 1 October 2014, the majority of support services for victims at a local level became the responsibility of PCCs. These funds are ring-fenced, and some PCCs have successfully applied for additional funding from the Home Office to tackle specific issues such as child sexual exploitation. PCCs may choose to commission these services from external organisations, including the voluntary sector, through grant or contractual funding.

### **Leading partnership work**

PCCs are encouraged to take responsibility for partnership and communication between some statutory services (such as the police and Community Rehabilitation Companies) and the voluntary sector. This aspect of their role means that PCCs are particularly useful figures to engage with if you want to improve your partnership work with statutory services and be part of developing a joined-up network of services in your area.

## London

### **Mayor's Office for Policing and Crime**

In London, the Mayor's Office for Policing and Crime (MOPAC) performs the duties of the PCC. The Deputy Mayor for Policing and Crime holds the London Crime Prevention Fund and co-commissions community safety work with local authorities. The current Deputy Mayor for Policing and Crime, Stephen Greenhalgh, is standing down at the upcoming election so arrangements may change and develop with whoever fills the post. The London Mayoral elections will also take place on 5 May.

 Mayor's Office for Policing and Crime

 London Mayoral elections

# How do PCCs work with local structures?

## Criminal justice

### Police

PCCs are responsible for setting police budgets, running an effective and efficient police force, and setting the police objectives for the area through a Police and Crime Plan. They hold the police force to account through the Chief Constable, and can dismiss and replace them if necessary. PCCs often encourage and facilitate partnership work between the voluntary sector and the police force.

### Community Safety Partnerships (CSPs)

CSPs are based within local authorities, and are made up of representatives from the following 'responsible bodies': the police, local authorities, fire and rescue authorities, the National Probation Service, the local Community Rehabilitation Company, and health services.

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 CSPs, and how they work with PCCs, varies from area to area.

### Local Criminal Justice Boards (LCJBs)

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. The LCJB is often one of the key ways that local authorities and PCCs work together.

### Community Rehabilitation Companies (CRCs)

CRCs deliver probation services for lower risk offenders in each area, supervising licences and providing resettlement for those leaving prison. PCCs are encouraged to work in partnership with CRCs and to aid communication between CRCs and the voluntary sector, however relationships between PCCs and CRCs will vary between areas.



[Map of Community Rehabilitation Company areas](#)

### National Probation Service (NPS)

The NPS is responsible for the supervision and resettlement of high-risk offenders leaving prison. Again, the relationship between each PCC and the NPS will vary between areas.



[Maps of National Probation Service divisions](#)



## Prisons

PCCs' involvement with local prisons will mostly be through local bodies such as the Local Criminal Justice Board. However, some PCCs have developed stronger links with prisons and will fund rehabilitation activities in prison (for example, the [West Mercia PCC has set up a new company](#) to sell goods made inside the prison to the public). It is possible that relationships between PCCs and prisons will be easier to build with the introduction of increased autonomy for prison governors, due to occur over the next few years.

 [Map of prisons in England and Wales](#)

## Youth Offending Teams (YOTs)

YOTs provide support in the community to young people involved with the Criminal Justice System. They work with young people in police custody, in court and in the community, sometimes also running crime prevention activities. Legal responsibility for YOTs lies with local authorities, and usually YOTs sit within these, however in some areas YOTs are run by Community Interest Companies. PCCs' engagement with YOTs varies widely between areas: some do not work closely while others are developing strong partnerships and structures to integrate their work.

 [List of Youth Offending Teams](#)

## Health

### Health and Wellbeing Boards (HWBs)

HWBs bring together different local agencies involved in health. These boards produce the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy for the area. The PCC is not a statutory member of this group but will often be represented anyway.

 [Map of Health and Wellbeing Boards](#)

## Clinical Commissioning Groups (CCGs)

CCGs work closely with Health and Wellbeing Boards to commission the services needed to achieve health outcomes in the area. They are responsible for health services for adults and young offenders serving community sentences, mental health, and services for people with learning disabilities. CCGs only exist in England and not in Wales.

 [Map of Clinical Commissioning Groups](#)

## Local authority public health teams

Public health teams are responsible for commissioning community-based drug and alcohol services, children's public health services and public mental health (promotion and prevention). In many areas, Drug and Alcohol Action Teams (DAATs) have been incorporated within the local authority public health teams. In some areas, commissioning of substance misuse services in prisons may be devolved from NHS England Health and Justice teams to such partnerships. This is with the intention of improving the transition between services in custody and the community.

 [Local council directory](#)

## NHS England Health and Justice

NHS England is responsible for commissioning services for adults, children and young people in prison and other custodial settings. This is done by 10 regional Health and Justice teams across England. PCCs are less likely to work closely with NHS England than with community health bodies, though some have worked in partnership on liaison and diversion schemes in police custody.



## NOMS Health, Wellbeing and Substance Misuse Co-Commissioning Team

This National Offender Management Service (NOMS) team is in place to build partnerships with a wide range of strategic commissioners, including PCCs, NHS England, Clinical Commissioning Groups and public health to improve health and wellbeing outcomes among people in contact with the Criminal Justice System.



Clinks has produced the toolkit *Navigating the health landscape in England:*

*a guide for the voluntary sector working with offenders.* Our 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)

## Others

### Local authorities

One of the key ways PCCs and local authorities work together is through Community Safety Partnerships, 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 the 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 council directory](#)



## Wales

### Local Health Boards (LHBs)

It is worth noting that health is devolved in Wales, but not justice, so the interaction between health and the Criminal Justice System will be different. Clinical Commissioning Groups do not exist in Wales, and there is no Welsh equivalent of NHS England. Instead, responsibility for health is devolved to local health boards. This includes responsibility for prisoners in public sector prisons – health responsibilities for those in HMP/YOI Brigend, currently Wales' only privately run prison, lies with NOMS.

### Area Planning Boards (APBs)

APBs operate in local health board areas and are responsible for supporting the planning, commissioning and performance management of substance misuse services in each area. Membership includes representatives from health, the police, probation, local authorities and the office of the Police and Crime Commissioner.

### Public Services Boards (PSBs)

PSBs, previously Local Service Boards, were introduced on 1st April 2016. They are statutory boards aimed at improving the economic, social, environmental and cultural well-being of an area by contributing to the achievement of the well-being goals. They include members from the local authority, fire and rescue service, the police, probation and the voluntary sector, as well as the PCC.





## Devolution

The most recent Chancellor's Budget (March 2016) included devolution deals for Greater Lincolnshire, West of England, East Anglia, Greater Manchester, and Liverpool. This will involve the devolution of certain powers, responsibilities and budgets to each area, with an elected Mayor leading a combined authority for the area.

In some areas, the role of the Police and Crime Commissioner will remain the same but will include engagement with the combined authority, while in other areas the role of PCC will be taken on by the Mayor. Under the devolution deals some areas will take on a greater role in engaging with prisons, Community Rehabilitation Companies and Youth Offending Teams, and in the commissioning of services for prisoners and ex-offenders.

The introduction of devolution deals for areas made up of a group of local authorities suggests a move towards area-wide thinking and commissioning. If you work in one of these devolution areas, it will be useful to think about how your organisation can contribute to an area-wide strategy which joins up services in health, social care and criminal justice.

Alongside the devolution deals, other regionalised and localised arrangements are developing across the country, so it is important to research your local structures thoroughly.

## Greater Manchester


### New arrangements in 2017

In Greater Manchester, neither PCC elections nor Mayoral elections will take place on 5 May. Under the Cities and Local Government Devolution Bill, the current PCC's term will be extended until May 2017, when the duties of the PCC will be taken over by the Mayor.

The first Greater Manchester Mayoral elections will take place on the 4 May 2017.

This means that polling for the PCC will not take place in Greater Manchester on the 5 May, but whoever is elected as Mayor on this date will take on the duties of the PCC the following year.

The government has also announced that the Greater Manchester Combined Authority will take on a greater role in the commissioning and delivery of criminal justice services, including offender management, education provision in prisons and youth offending services.

 HM Treasury (2014): *Devolution to the Greater Manchester Combined Authority and transition to a directly elected mayor*

# How to engage with your PCC

**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. Good relationships rely on both parties understanding each other: explaining the value of the voluntary sector is much easier if you can consider things from your PCC's point of view.**

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 about how to convert meetings with a 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.

This section will set out what research you should do before approaching your PCC or PCC candidates, some of the routes for engagement and how to demonstrate your impact to your PCC and PCC candidates.

## Research and preparation

Before you begin to engage with your PCC and/or the PCC candidates, it is important to review your time and resources. Although it is always useful to build relationships with commissioners and to foster local partnerships, it can be resource-intensive and will not always lead directly to securing funding.

### Deciding whether to engage with your PCC – what to think about...

- **Current funding:** What community safety initiatives is your current PCC already funding? Are these contracts likely to be continued if a new PCC takes office?
- **Resources:** How much time does your organisation have to spare? How likely are you to be able to secure funding from your PCC? If your organisation has limited resources, it may be more useful to concentrate your efforts on other more promising sources of funding.
- **Timing:** When is the best time to engage your PCC? If you are able to, it's great to begin building a profile as early as possible. However, if your resources are limited, you may want to engage after the PCC takes office or further in the future. Although new PCCs will take office in May 2016, they will need to settle into the role and put together a Police and Crime Plan; it may be some time until they begin to look at funding for community services.

### Before you engage with your PCC – what to think about...

- **Objectives:** What are your objectives in engaging with the PCC? Make sure you are clear about why the PCC is the best person to approach, rather than a local criminal justice board, advisory group or other criminal justice agencies.
- **Local issues and outcomes:** PCCs are interested in the local community and addressing local issues – what local knowledge and experience do you have that they could use? How can your organisation or project help your PCC or PCC candidates achieve the outcomes outlined in their Police and Crime Plan or manifesto, or to address issues important to the local community?



- **Questions:** What questions could you ask your PCC and/or PCC candidates? For example, if you are already being funded by your PCC, you might want to encourage other candidates to commit to continuing this funding.

A Clinks blog by Oonagh Ryder, *Engaging with the Police and Crime Commissioner elections*, provides more information about engaging with the PCC elections and PCC candidates. Additionally, the Police Foundation has a list of the PCC candidates standing in each area.

 [Clinks blog \(7 April 2016\): \*Engaging with the Police and Crime Commissioner elections\*](#)

 [Police Foundation list of PCC candidates](#)

## Options for engagement

Once you have decided whether your organisation should engage with the PCC and have done some initial research, the next step is to think about how you will engage with them. We have detailed some options for engagement below.

### Engagement at a strategic level

The process of relationship building with individual PCCs is ongoing, and may be slow where new PCCs are coming into office. Converting your contact with your PCC 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, essential for this to happen if the voluntary sector is to present a coherent front and the PCC is to understand the

## Timeline

When preparing to engage with your PCC and PCC candidates, make sure you plan around the timeline for the elections to ensure you are engaging with the right people at the right times.

- **7-8 April:** Announcement of PCC candidates for each area.
- **7 April:** Beginning of pre-election period.
- **19 April:** Deadline for receiving voter registration forms.
- **5 May:** Polling day.
- **11 May:** Term for existing Police and Crime Commissioners ends.
- **12 May:** Term for new Police and Crime Commissioners begins.

full scope and diversity of what they can gain from working with voluntary organisations.


It is worth finding out if there is a Safer Future Communities network or other structures operating in your area to assist with co-ordinating the sector's offer. There are a variety of ways for you to develop links with PCCs as a sector. The method or methods that work best will depend on local circumstances and priorities.

 [Safer Future Communities](#)

Compact Voice provide information and case studies on making the case for voluntary sector involvement in their Guide to Engaging with



PCCs. There are also some good case studies of how some PCCs are working with the voluntary sector in our briefing for PCCs, *How you can work with the voluntary sector to cut crime*.

 *Compact Voice (2015): Practical guide to engaging with police and crime commissioners*

 *Clinks (2016): Police and Crime Commissioners Generation 2.0 – How you can work with the voluntary sector to cut crime*

## London

### Safer Future Communities VCSE network

The London Safer Future Communities VCSE network is a forum for voluntary, community and social enterprise (VCSE) organisations with an interest in criminal justice, crime prevention and/or community safety issues. The network exists to provide an accountable way for London's VCSE organisations to engage with the Mayor's Office for Policing and Crime (MOPAC), other pan-London agencies that have an impact on crime and community safety and local borough-level Community Safety Partnerships. To join the network or for more information on engaging with MOPAC, you can email [policy@lvsc.org.uk](mailto:policy@lvsc.org.uk)

 London Safer Future Communities VCSE network

 Mayor's Office for Policing and Crime (MOPAC)

### Use your contacts

If you already know the PCC or someone in their office, contact them and ask them about possibilities for engagement. They may have events or meetings coming up which your organisation or a voluntary sector representative could attend, or they may be looking to build new partnerships around certain issues.

If you're involved in any panels or groups which the PCC sits on, you might want to think about using these as opportunities to discuss the importance of voluntary sector involvement in improving community safety.

Each PCC will have their own methods and structures for engaging with the community in general and the voluntary sector in particular. Think about how you can feed into and support the development of these existing processes.

### Visits

Invite the PCC (or someone from their office) and PCC candidates to visit your project or service or to speak at an event. It's great for commissioners to be able to see first-hand what the service does, so try to arrange for them to see the service in action or speak to service users and volunteers about the impact of the service.

You may be able to interest the PCC and PCC candidates by providing opportunities for them to speak about their priorities or things that matter to them. Before arranging visits and events with your PCC or PCC candidates, it is important to be aware of rules around charities campaigning during the pre-election period – this is covered in the next section of this briefing.

### One-to-one meetings

Consider phoning the office of the PCC to see if you can arrange a one-to-one meeting with the PCC or someone from their office to discuss how your organisation can support their priorities. This will depend on their availability, but PCCs may be especially keen to develop their links with the wider community in the run up to the elections. One-to-one meetings with strong candidates may also be useful for you to outline how your service can help them implement their manifesto promises.

### Social media

Some PCCs and candidates are very active on social media, particularly Twitter – you might want to tweet pictures, videos and case studies of your service, or ask questions about their views and plans. For some PCCs and candidates, the public nature of this platform can push them to respond and engage. It can be useful to put together a content plan for publishing content on social media, to ensure you link in with significant dates and upcoming events, with flexibility built in to enable you to be reactionary and make the most of relevant news stories as they emerge.

The Police Foundation list of PCC candidates includes links to candidates' Twitter accounts.

 [Police Foundation list of PCC candidates](#)

## Demonstrating your impact

PCCs are under increasing pressure to make efficiency savings and contribute to regional and national outcomes around reducing crime and re-offending. Therefore it is extremely important to be able to demonstrate that what your organisation does has a tangible impact upon both your service users and the

wider community, and that this impact is proportionate to the investment you're asking for from your PCC.

The table below helps you to break up the elements of the work your organisation does, and to ensure that you link this to wider community outcomes (it is a good idea to focus particularly on those priorities identified in the PCC's Police and Crime Plan).



## Communicating your impact

What do you do?	How do you do it?	What impact does this have on the people you work with?	What is your impact on the local community?	How do you contribute to better partnership working?
<p>Who do you support and what services or interventions do you deliver?</p> <p>Which geographical area(s) do you work in?</p> <p>What is the overall aim of your work?</p>	<p>How many service users do you work with?</p> <p>What specific activities does your work involve?</p> <p>What settings do you deliver in?</p> <p>Do you use paid staff?</p> <p>Do you use volunteers?</p> <p>How are service users referred to your service or intervention?</p>	<p>How has working with your service improved your service users' lives?</p> <p>What outcomes (both practical and emotional) have service users achieved with your support?</p> <p>What outcomes have volunteers achieved with your support?</p>	<p>Which wider community outcomes does your work contribute to?</p> <p>How does your work encourage community cohesion?</p> <p>How does your work link to the priorities identified in the Police and Crime Plan, Joint Strategic Needs Assessment, or other local strategy documents?</p>	<p>What organisations or local structures do you work in partnership with or engage with?</p> <p>What has your organisation done to instigate or support the development of local partnerships?</p> <p>How does your organisation support service users to engage with other local services and agencies?</p>

## Other resources

Clinks, in partnership with New Philanthropy Capital, has developed a range of resources to support you with evaluation and effectiveness. In particular the guide, *Developing a theory of change*, provides in-depth information and examples of models for improving your evidence.


 [Evaluation and effectiveness resources](#)

 [Developing a theory of change](#)

The Clinks website also lists a number of other sources of information around monitoring and evaluation.

 [Monitoring and evaluation resources](#)

Compact Voice provide a useful list of sources for data and evidence relating to criminal justice in their guide to engaging with PCCs.

 [Compact Voice \(2015\): Practical guide to engaging with police and crime commissioners](#)

# Campaigning rules and the pre-election period



**The period of time between election candidates being announced and the election taking place is often called 'purdah', the 'pre-election period' or the 'regulated period'.**

Although charities are non-political bodies, there are certain rules charities must abide by when engaging with candidates and if campaigning on certain issues. If you campaign to the general public on specific issues related to law or policy, you may need to register with the Electoral Commission as a 'non-party campaigner' and declare spending on certain activities.

It is important to read the following documents before sending any public communications related to the PCC elections or related to policy issues which may be associated with certain candidates:

 The Electoral Commission (2016):  
*Charities and Campaigning*

 The Electoral Commission (2016):  
*Introduction for non-party campaigners*

The National Council for Voluntary Organisations also has a useful set of frequently asked questions about the Lobbying Act.

 NCVO (2014): *Charities and the Lobbying Act: Frequently asked questions*



# Resources


**The Association of Police and Crime Commissioners website** provides information about the role of the PCC, and the upcoming elections.

 [Association of Police and Crime Commissioners: Role of the PCC](#)

**ChoosemyPCC.org.uk** provides information on the candidates standing in your area.

 [ChoosemyPCC.org.uk](#)

**Compact Voice's** guide to engaging with PCCs

 [Compact Voice \(2015\): \*Practical guide to engaging with police and crime commissioners\*](#)

**Compact Voice** also have a number of useful resources on building local partnerships and engaging with strategic bodies.

 [Compact Voice briefings and guidance](#)

**The Safer Future Communities section of the Clinks website** holds a number of useful resources on engaging with PCCs, building local criminal justice networks and making the case for voluntary sector involvement with community safety.

 [Clinks: Safer Future Communities](#)

**Revolving Doors Agency's PCC spotlights** – These briefings provide examples of PCCs' good practice on key issues in the Criminal Justice System.

 [Revolving Doors Agency: PCC spotlights](#)


**Making Every Adult Matter Coalition's policy influencing guides** aim to help people working with those who have lived experience of multiple needs to influence policy makers and involve service users in the influencing process.

 [Making Every Adult Matter Coalition's policy influencing guides](#)

**Clinks' Articulating your offer guide** provides a number of hints and tips to demonstrate your effectiveness to commissioners, funders or potential partners.

 [Clinks: Articulating your offer](#)

**Clinks' Do it Justice: Introducing Desistance: a guide for voluntary, community and social enterprise sector organisations** provides an accessible summary of some of the key themes in the desistance literature and focuses on how the voluntary sector can use the theory to demonstrate the success of their work in supporting desistance to policy-makers, funders and commissioners.

 [Clinks \(2013\): \*Do it Justice: Introducing Desistance: a guide for voluntary, community and social enterprise sector organisations\*](#)



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