

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Rugby Area Committee

**Date of Committee** 13 July 2006

**Report Title** **Appointment to the Rugby Crime and Disorder Reduction Partnership Board**

**Summary** This report requests that Rugby Area Committee appoints a representative onto the Rugby Crime and Disorder Reduction Partnership

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**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

- Other Committees  .....
- Local Member(s)  Cllr John Vereker, Chair - Rugby Area Committee
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  .....
- Legal  Peter Endall, Solicitor
- Finance  .....
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Rugby Area Committee –13 July 2006

### Appointment to the Rugby Crime and Disorder Reduction Partnership Board

#### Report of the Strategic Director of Performance and Development

#### **Recommendation**

That members appoint a representative onto the Rugby Crime and Disorder Reduction Partnership Board

#### **1.0 Summary and background Information**

- 1.1 This Committee agreed in March that the County Council should make representation to the Rugby CDRP suggesting it gives serious consideration to appointing 3 members of Area Committee [onto its Board] to give improved democratic representation.
- 1.2 Partners through the CDRP have given serious consideration to this matter and have agreed that one elected member from Rugby Borough Council and one from Warwickshire County Council should sit on the Board.
- 1.3 The Area Committee is therefore asked to appoint a representative onto the Rugby Crime and Disorder Reduction Partnership Board.
- 1.4 Partners also commissioned a 'Neighbourhood Renewal Advisor' to look into the current operation of the CDRP and to make recommendations for improvement. A summary of the findings and recommendations of the Neighbourhood Renewal Advisor are attached for information as an Appendix to this report.
- 1.5 The CDRP is responding positively to these recommendations. Along with agreeing the need for elected Councillors to sit on the Board, it has agreed new protocols for Board meetings which are also included in the Appendix.

DAVID CARTER  
Strategic Director of  
Performance and  
Development

Shire Hall  
Warwick

23 June 2006

## **Report on the Crime and Disorder Reduction Partnership APPENDIX**

### **NRA ASSIGNMENT – RUGBY CDRP** **Report by Nigel Bonson, May 2006**

This report provides a précis of the work carried out, a summary of the findings by way of a problem analysis and the actions taken or to be taken. It concludes with some recommendations and observations about what is needed in order to ensure this platform is built upon, that development and activity is made sustainable and most importantly, that performance is sufficiently improved.

It will be noted that I (and the CDRP Board) recommend the appointment of a dedicated Crime Reduction Manager of sufficient seniority. I consider this as being critical to success.

#### **The Process**

By way of a scoping exercise the NRA initially met with Sarah Burwood (GOWM) and David Gormal (Rugby CDRP) and agreed the brief. The NRA then spent approximately 2 days in one-to-one meetings with key stakeholders from the CDRP, the Chair of the Scrutiny Panel and others in order to identify the underlying causes leading to the significant underperformance.

As a response to the problem analysis, the NRA facilitated a Board Development Day. The overall event aims were to develop:-

- *A Board with ownership of and responsibility for CDR Strategy*
- *A shared understanding of the CDRP function and how best to deliver the objectives of the strategy, and*
- *Everyone feeling part of it!*

The objectives were to develop:-

- *An assessment of the current performance of Rugby CDRP and agreed strengths and weaknesses*
- *Members' shared vision of an effective CDRP model and its role*
- *An understanding of individuals' roles*
- *Commitment to an action plan that will develop structures, systems and processes capable of effectively driving and measuring performance of C & D Reduction in Rugby and thereby achieving targets*

This was followed 6 days later by a similar event for Priority Action Team chairs. On this occasion the overall aims were to develop:-

- *Groups with ownership of and responsibility for performance in reducing elements of CDR Strategy*
- *A shared understanding of the CDRP function and the relationship between PAGs and the Board*

- *Everyone feeling part of it!*

And the objectives, to develop:-

- *An understanding of the CDRP Board's requirements*
- *An assessment of the current performance of PAGs and agreed strengths and weaknesses*
- *Members' shared vision of an effective PAG model and its role*
- *An understanding of individuals' roles*
- *Commitment to an action plan that will develop structures, systems and processes capable of effectively driving and measuring performance of PAG themes within Rugby's C & D Reduction strategy and thereby achieve targets*

This process resulted in agreed action plans including new systems and procedures which the NRA then documented and had circulated to Board and PAG members. Members also wrote and agreed a Board Code of Conduct which is attached at Appendix A.

An outstanding element of the commission is an NRA presentation to the next meeting of the Rugby CDRP Board. This will focus upon outstanding actions and a re-enforcement of the agreed and necessary way forward.

## **Analysis**

Although significant improvement in performance against strategic targets is the overall desired outcome, the key finding of the 'problem solving' process was that the Board itself was ineffective. The NRA assessment therefore was that development work at Board level was a critical first step.

The problems at Board level can be summarised in the following terms:- lack of leadership, ownership and capacity to deliver. Contributory factors to this included:-

- Lack of strategic approach
- Little understanding of their role by a number of Board members
- No ownership or empowerment
- No feeling of accountability
- No culture of performance management
- No understanding of or analysis of performance data
- Activity not evidence based and often not in pursuit of strategic targets
- No elected CC or BC members on the CDRP
- Not always the right person from partner organisations
- Reliance upon one person to drive process and carry out actions
- David Gormal expected to act as both Chair and Lead Officer as just parts of an already busy work schedule
- Poor meeting administration (late minutes etc)
- No clear direction given to PAGs (need to move to a commissioning approach)

Encouragingly, there was general agreement from members that the Board was not functioning and a willingness to undergo a development process. Some members had good understanding and made sound suggestions for improvement but had not previously felt empowered to challenge existing practices.

Board problems were reflected at PAG level with a lack of clear direction and little if any feeling of accountability to the Board.

### **Actions Needed**

Appendices B and C are the agreed action plans for the Board and PAGs respectively.

It should be noted in particular that the Board action plan includes six-monthly strategic reviews. These should not only address performance against targets and strategic direction, but also the Board's own performance and development against the agreements made within this development process e.g. a review of the action plan and a reflection upon the Code of Conduct.

The immediate implementation of the new CDRP structure was agreed (Appendix D).

### **Conclusions**

Critical to the continued CDRP development and the driving and co-ordinating of its strategy is the early appointment of a dedicated Crime Reduction Manager of sufficient seniority. This is subject to approval, probably at Local Authority level and of course the identification of associated funding. There is however a vacancy within the structure (Tim Sanders) and the proposal is that this post can be re-defined and upgraded. The partnership needs support and encouragement to expedite this.

The process to date should provide the basis for an effective, well informed and serviced Board, with structures and processes that can deliver the level of performance needed. In reality, this progress will not be reflected in next month's performance figures but with continued dedication, and alongside the police Improvement plan, it should gradually do so in a sustainable manner.

The 'offender management' arena and critically the response to Priority and Prolific Offenders, is an area that merits maximum and immediate partnership efforts in order to realise its potential for some early impact on performance.

The partnership must be mindful of the many challenges that the coming months and years will present. Responding to these will demand flexibility

and further development. Examples would be the amalgamation of police forces, LAA development and the relationship with the LSP.

## **APPENDIX A**

### **RUGBY CDRP BOARD CODE OF CONDUCT**

At the Board Development Day on 21 April 2006, the Board agreed to:-

- Behave in a corporate way.
- Accept responsibility and accountability equally with other Board members, share ownership of Board decisions and both defend and support them
- Make decisions for the Board and not one's own agency/interest area.
- Expect and provide trust and honesty and also contribute.
- Challenge one's own role and whether the most appropriate representative.
- Seek to understand colleague Board members' issues and respect their positions.
- Focus upon the strategy, set clear targets and manage performance.
- Always remember the community focus.
- Ensure activity responds to the evidence base.
- Provide clear direction to PAGs with set targets.
- Appropriately challenge deliverers.
- Constantly seek understanding of good and poor performance.



## APPENDIX B

### RUGBY CDRP BOARD ACTION PLAN

At the Rugby CDRP Board Development Day of 21 April 2006, the following action plan was agreed:-

<b>ACTION</b>	<b>WHO RESPONSIBLE</b>	<b>DEADLINE</b>
Comply with agreed Code of Conduct	All	Immediate
Examine levels of representation	All	Next Board Meeting
Agree what management information is required and how it should be presented	All	At next Board Meeting
Board training on performance management information/IQUANTA	Martin Samuels Kate Nash	19 May 2006
Elected members (BC & CC) with lead on C&D to be invited onto Board.	Dave Gormal (BC)  Kate Nash	19 May 2006  19 May 2006
Voluntary Sector Board rep to be identified and proposed to Board	Dave Gormal	Next Board Meeting
Private Sector Board rep to be identified and proposed to Board	Dave Gormal	Next Board Meeting
Chair of Scrutiny Panel to be updated re this review via its Chair	Nigel Bonson	Before next Board Meeting
Appointment of C&D Reduction Manager to be explored	Dave Gormal Kate Nash Nigel Bonson	Next Board Meeting
PAG Review	Nigel Bonson	25 April 2006
Appoint Vice Chair	Board	Next Board Meeting
New Constitution to be agreed and written	Board	For actioning at next Board Meeting
Fix and circulate one year's meeting dates	Dave Gormal	Next Board Meeting
Set procedure and dates for strategic reviews	Dave Gormal  Kate Nash	Next Board Meeting

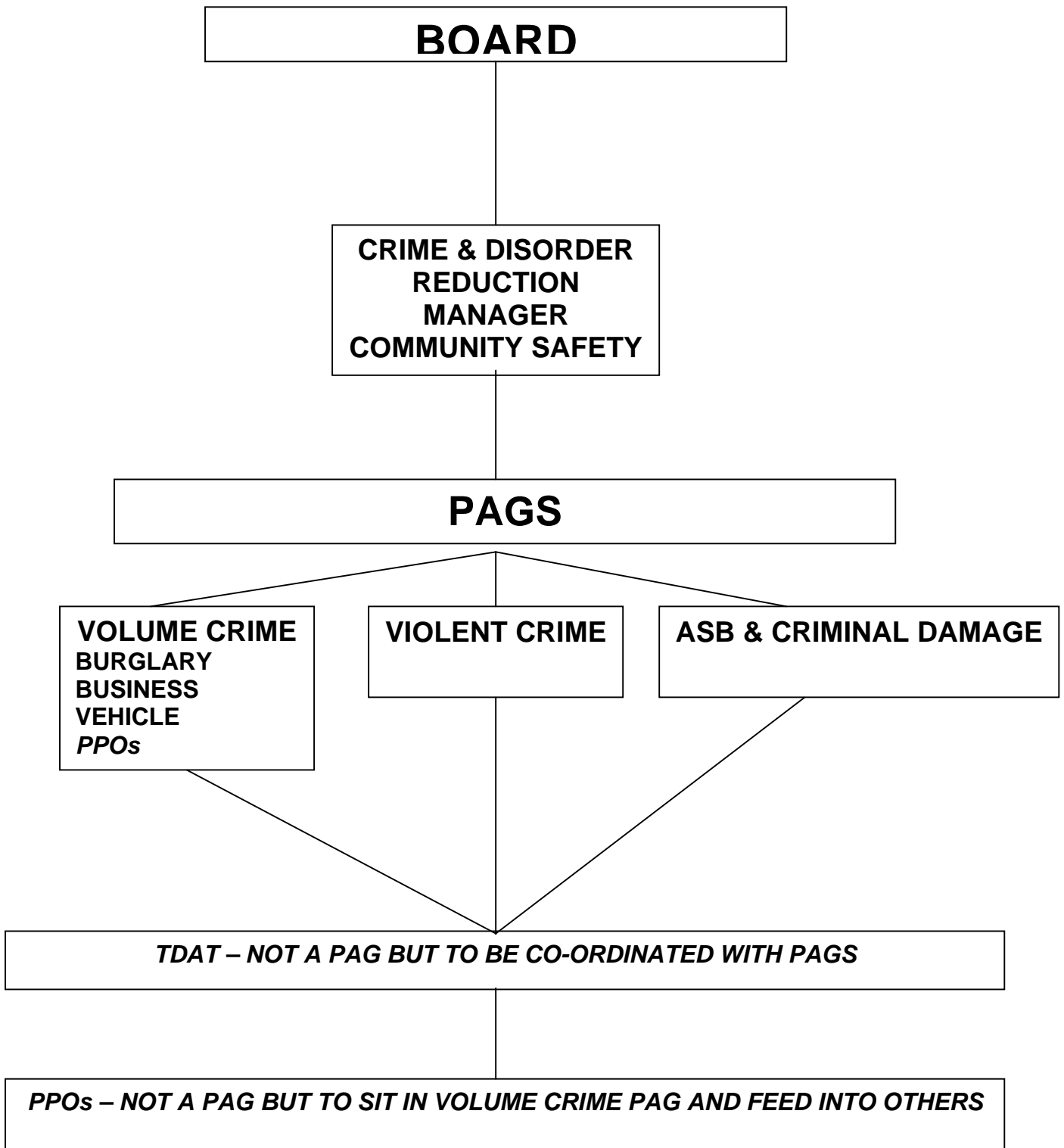
## APPENDIX C

### RUGBY CDRP PAGS' ACTION PLAN

As agreed at PAG Development Day 25 April 2006

<b>ACTION</b>	<b>WHO RESPONSIBLE</b>	<b>DEADLINE</b>
Appoint Chair of Volume Crime PAG	Martyn Stevens	Next Board Meeting
Circulate agreed Code of Conduct	David Gormal Nigel Bonson	23 May 2006
Circulate this action plan to those actioned and Board	David Gormal Nigel Bonson	8 May 2006
Share Development Day findings with other PAGs, members and Board	All	Next Meetings
Update PPO manager	Dave Gormal Mick McCleod	13 May 2006
Advance notice of meetings Standardised reporting Dates Circulate Board Meeting dates	David Gormal  Nigel Bonson	23 May 2006
Identify possible chairs of ASB/Damage PAG and Violent Crime PAG and recommend to Board	David Gormal	Next Board Meeting
Approach Probation Service re vice chair of TDAT and speak Dale Pritchard. Recommendations to Board	Lalitha Webb	Next Board Meeting
Seek Board ratification for Steve Hussey' appointment as chair of PPO Group	Dave Gormal	Next Board Meeting

APPENDIX D



## **RUGBY CDRP BOARD PROTOCOL AROUND MEETINGS**

At the Board Development Day on 21 April 2006, the Board agreed:-

### **Chair**

- The Board will be chaired by The Chief Executive of Rugby Borough Council, subject to annual review by the Board

### **Administration**

- Meetings would be quarterly and dates would be circulated one year in advance
- The agenda, performance management information and other papers would be circulated no less than 7 days in advance of board meetings
- Minutes would be prepared and circulated within 3 weeks of the preceding meeting
- Overall performance would be assessed based using IQQUANTA data and analysis prepared at County level
- Overall performance and individual PAG reports would be standard agenda items
- Items for the agenda would be invited at the mid point between meetings and must be submitted no less than 4 weeks before the meeting
- Meetings will be of maximum 2 hour duration

### **Attendance**

- Substitutes should only be used as the exception and must always be well briefed
- PAG Chairs will attend as observers and to present their performance reports

### **Note**

In addition to Board meetings, members will be required to attend a 6 monthly strategic review of performance