**Director**
Henry Peterson

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# Policy and Administration

**London Borough of Hammersmith & Fulham**

Town Hall, King Street, Hammersmith
London, W6 9JU
Telephone 020 8748 3020 x2100
Direct line 020 8748 2100
Fax No. 020 8741 0307
e-mail : henry.peterson@lbhf.gov.uk
website: www.lbhf.gov.uk

Don Thomas
Housing and Local Government
Government Office for London
Riverwalk House
157/161 Millbank
London SW1P 4RR

Dear Don

**PERFORMANCE MANAGEMENT FOR LSPs**

As you know, the H&F Borough Partnership on 18 November considered a paper on the new NRU Guidance on accreditation and performance management for LSPs.

The Partnership agreed that I should write to you, and to ODPM and the NRU, setting out why we feel that the multi-agency performance management regime already developed in this borough is sufficient to meet the need to ensure that LSPA targets are pursued in a focused way, and the borough's £2,066m NRF allocation applied effectively.

You saw the paper that the Borough Partnership considered. It summarised the present position as follows:

Hammersmith and Fulham's Local Strategic Partnership has a well developed partnership performance regime which records, tracks and analyses all key strategic indicators including Community Strategy, Neighbourhood Renewal and PSA targets. A recent District Audit inspection of the council's performance management systems was complimentary of the partnership performance regime stating:

> "A simple and effective database has been created to collate and help analyse the information. The information for the database is tested and challenged before it is entered. This ensures the integrity of the information on the database and that there is a clear shared understanding of the meaning of the information.
>
> The information is used to produce quarterly and annual reports for the Borough Partnership Board. These reports provide analysis of trends and progress and alerts on

areas of concern and emerging issues. The Partnership Performance Regime is a good example of an effective performance management system."[1]

In addition to the annual performance review of all strategic targets by the Borough Partnership, the constituent parts of the Local Strategic Partnership also undertake in-depth examination and analysis of key targets, in order to inform strategic, service planning and funding decisions. Examples include:

- a regular quarterly review of all PSA targets by Executive Councillors;
- detailed examination of PSA targets by the Public Service Forum and specifically of the crime and disorder related-targets by the Crime and Disorder Reduction Partnership;
- the Borough Partnership Funding Steering Group considers progress made in delivering neighbourhood renewal funded projects, in implementing the NRS action plan and meeting the NRS targets, prior to recommending allocation of future NRF funds; and
- a mid term review of the Community Strategy is being led by the Borough Partnership. A special meeting of the Public Services Forum considered performance to date against targets and is recommending the setting up of multi-agency task groups to consider certain emerging themes in greater depth, feeding into the review.

We have reviewed the 'core requirements' for a performance management framework, as recently published by the NRU. We believe all the main elements to be within the scope of current arrangements in this borough, with some minor modification.

All the public sector partners involved in LSPs are already subject to a wide range of performance management and inspection requirements, the bureaucratic burden of which are now only beginning to lessen as the Audit Commission and other bodies begin to move onward from what is becoming acknowledged to have been a period of excessive centralisation and micro-management by Central Government.

We are therefore happy to engage in discussion with GoL, NRU and ODPM on any areas of our current arrangements in which it is felt the basic requirements of the new NRU Guidance is not being met. But in such discussions we will be arguing strongly that performance management is not a precise science or an area in which universal one-size-fits all models should sensibly be applied.

Unless we are persuaded that they are serious perceived deficiencies in the partnership performance regime, already put in place in this borough in recent years, we will not be diverting scarce partnership capacity to the task of expanding it to fit with every aspect of the NRU Guidance (which itself makes clear is a model rather than an absolute mandate).

Our experience is that such effort would be disproportionate to results achieved, and out of step with performance management processes applied to mainstream funding and a wide range of other programmes and initiatives. We are much more concerned to maintain the focus of the Borough Partnership on achievement of very challenging local PSA targets, in areas such as reduction of burglary and robbery.

[1] District Audit Report 2003/4 Performance Management Hammersmith and Fulham

As discussed, I am copying this letter for information to Kevin Lloyd at ODPM and to Jo Montgomery at NRU, given that it has relevance to current wider discussions on the role of LSPs.

Yours sincerely

HENRY PETERSON
DIRECTOR OF POLICY AND ADMINISTRATION

c.c. Councillor Andrew Slaughter – Leader
Councillor Dame Sally Powell – Deputy for Regeneration
LBHF Borough Partnership Members
Kevin Lloyd – Divisional Manager LGL Division
Jo Montgomery – Director, NRU
Geoff Alltimes – Managing Director, LBHF