Team Planning Guidance
2014/15

Team planning in Tower Hamlets

The team plan is the key planning, performance management and monitoring document for individual teams. The team plan sets out what the team intends to achieve and how it intends to achieve it. It is the means through which service objectives are translated into practical actions and outcomes at a team level.

The process of team planning is as important as the final team plan document. It provides an opportunity to review the role of the team, what you aim to achieve in the coming year and how you deliver your initiatives. There is considerable evidence that effective team planning ensures a focused approach to the delivery of key objectives.

The template

The Council has a standard template and guidance for team planning to help ensure that teams follow some key processes in developing their team plan. The intention is to provide guidance and ensure consistency across the Council, not to burden you with a prescriptive process. This guidance is therefore focused around explaining how to develop the key standard elements of the team plan, based on the corporate template. It is important to remember, however, that it is the process of developing the information with which to populate the template which is important – not just filling in the boxes. Whilst team plans will always be focussed on the service that the team delivers, it is also important to consider those factors that impact on all teams and the way they deliver services, such as Equality and Diversity, Value for Money, Risk Management and Data Quality.

Planning with your team

Developing the team plan should involve discussions with team members. The precise way in which staff are involved is a matter for individual teams to decide. For a small section it may be appropriate to organise a planning session involving all members of the team at an Away Day, for example. For larger teams this may not be a practical option and the actual preparation of the plan might need to be undertaken by a smaller group of staff. In these cases it will be important to put mechanisms in place for seeking the views of staff who are not directly involved in developing the plan. The team also needs to be involved in the ongoing management and monitoring of the plan which should be seen as a 'living' document.

Team plans should be produced annually on the same cycle as the Council's Strategic Plan covering the year from 1st April to 31st March. The corporate planning cycle is set out below and requires that all team plans are finalised by the end of May.

The team plan needs to be monitored regularly to ensure that activities are on target and so that prompt action can be taken where necessary. The corporate requirement is for team plans and risk registers to be monitored every three months. Senior and/or Directorate Management Teams should also review progress on team plans at least every six months.

The Planning Framework and Planning Cycle

The first diagram below indicates the hierarchy of the Council's plans and how they fit together. A 'golden thread' runs from the overall vision of the Community Plan to the individual objectives and targets recorded in each staff member's Personal Development Plan. The second diagram illustrates the key stages of the team planning cycle throughout the year.

Purpose

Strategic

Focus

Broad

TYPE OF PLAN

COMMUNITY PLAN
A strategic document prepared in partnership with local agencies and residents.

THE COUNCIL'S STRATEGIC PLAN
The Council's corporate aims and key initiatives to achieve them, along with key performance measures and future targets.

KEY COUNCIL STRATEGIES AND PLANS
These link aims and objectives for services to activity and resource use.

TEAM PLANS
Operational objectives and initiatives for teams/services.

PERSONAL DEVELOPMENT PLANS
Set out performance objectives and training and development needs for individual staff.

Operational

Specific

Winter
Start planning your next team plan, involving team members.
Q3 monitoring of current team plan and risk register.
PDR six-month reviews.
Publish user equalities profile data by Jan.

Spring
Draft your new team plan including the risk register. Publish by May.
Q4 (end of year) monitoring of the team plan from the previous year.
Start monitoring users by the 9 protected characteristics

Summer
Q1 monitoring of team plan and risk register.
Annual PDR Review
Consider team equalities needs

Autumn
Q2 (six-month) monitoring of team plan and risk register.

The purpose of the team planning template is to assist you to ensure that all the important parts of team planning are considered and included.

When completing your team plan, you should aim to fully meet the questions in the self-assessment below. This self-assessment will be used to judge the quality of a random selection of plans in the next team plan peer review, scheduled for Summer 2014.

	Scoring (0 = not met; 1 = partly met; 2= mostly met; 3= met fully)			
(1) Development	**0**	**1**	**2**	**3**
1 Were the team's objectives challenged to ensure they are still appropriate?				
2 Were team members involved in developing the plan?				
(2) User Focus	**0**	**1**	**2**	**3**
3 Does the plan reflect an understanding of who uses the service?				
4 Does the plan provide details of service standards?				
5 Does the plan detail how equality and diversity will be supported?				
6 Is there evidence that equality monitoring / Equality Assessment findings have informed planning?				
(3) Objectives	**0**	**1**	**2**	**3**
7 Do plan objectives relate to Community Plan themes?				
8 Do priorities relate to the Strategic Plan/other key strategies?				
9 Is the Team's role/function clear (to a new member of the team)?				
(4) Planning to Deliver	**0**	**1**	**2**	**3**
10 Do activities have resource allocations and responsible officers?				
11 Do activities have timescales and milestones?				
(5) Monitoring Progress	**0**	**1**	**2**	**3**
12 Was the plan monitored at six months?				
13 Has DMT/SMT seen the plan?				
(6) Target Setting	**0**	**1**	**2**	**3**
14 Are there performance measures and targets?				
15 Are targets measurable and is baseline data provided?				
16 Is there a mix of targets - output and outcome?				
(7) Risk Management	**0**	**1**	**2**	**3**
17 Have you identified the most significant risks to the achievement of your team plan objectives, using the corporate risk framework?				
18 Are these risks recorded on a risk register?				
(8) Human Resources	**0**	**1**	**2**	**3**
19 Is there a plan for the team's training and development needs?				
20 Has workforce planning been incorporated in the plan?				
(8) Value for Money	**0**	**1**	**2**	**3**
21 Does the plan demonstrate how value for money will be provided?				
22 Has the team set out what it will need to reduce, stop or do differently to work within current and future budgets?				

The team plan template

The team plan template is available in Word or Excel (click for link). This section outlines the key elements.

Section 1: General Information
Name of Service and Service Head
Name of Team and Team Manager
Number and roles of staff within the team (a structure chart can be attached as an appendix)

Section 2: Team Context
Description of the role and function of the team
Review of the previous year, including key achievements and lessons learnt
Outline of challenges and key priorities for the year ahead
Evidence of external consultation where relevant

Section 3: User Focus
Who uses the service? Describe the team's customers and/or stakeholders, including their equality profile
If you do not currently collect equality monitoring data for all customers, please explain or refer to actions within the plan (Section 4) to start this process
Include all key standards that the service has – including both those that are service specific and any general standards that the Council or directorate has agreed, such as telephone and correspondence response times.

What have you done within your planning to ensure your team's work will support the One Tower Hamlets principles – to tackle inequality, strengthen cohesion and build community leadership
Have you conducted a recent Equality Analysis (formerly Equality Impact Assessment) or is there one scheduled within the action plan (Section 4)
Thinking about the equality monitoring data or EA findings, is there anything you have done, or plan to do, because of what you have learnt

The equality strands to monitor against are (Age; Disability; Gender Reassignment; Pregnancy and Maternity; Race – this includes ethnic or national origins, colour or nationality; Religion or Belief – this includes lack of belief; Sex; and Sexual Orientation). For guidance and support on equality strands, please see the One Tower Hamlets Team (or the One Tower Hamlets pages on the intranet http://towernet/staff_services/OneTH/)

Section 4: Action Plan

The table below is the format of the team plan action plan which is available in Word (link) or Excel (link). All team plan action plans should include some activities which relate to Matching Outcomes to Reducing Resources (Sections 4e and 8), equality and diversity (Section 4f), Risk Management (Section 6) and People Management (Section 7).

You will only need to complete those Themes and Priorities relevant to your department.

Ref	Action Section 4c	Resource Section 4d	Lead Officer	Milestone	Deadline	Q1 Status against deadline (RAG)	Q1 Comments
Theme [1]: Insert CP Theme Here (e.g. A Great Place to Live) Section 4a							
Objective [1. 1]: Insert Strategic Priority here (e.g. Provide Good Quality Affordable Housing) Section 4b							
	Including actions on: Section 4e/8: Matching Outcomes to Reducing Resources Section 4f: Equality and Diversity Section 6: Risk Management Section 7: People Management			Section 4h			

Section 5: Performance and Targets

Performance measures should also be developed and monitored as part of your team plan. Please ensure the following is included within your plan:

- Team based performance indicators. These should relate to your priorities and actions (4c) – although a performance indicator is not required for each individual action

- Benchmarking information where available, such as relative ranking or quartile position

- Outturns (performance) for previous years and targets for future years

- If your measures are not monitored quarterly, please adjust as appropriate

Outcome measures – i.e. exam results, levels of obesity, number of crimes

Ref	Performance measure (outcome)	Actual 12/13	Actual 13/14	Ranking/ Quartile position	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	Target 14/15

Output measures – i.e. reports produced, number of times an activity took place, speed of turnaround

Ref	Performance measure (output)	Actual 12/13	Actual 13/14	Ranking/ Quartile position	Q1 Target	Q1 Actual	Q2 Target	Q2 Actual	Q3 Target	Q3 Actual	Q4 Target	Q4 Actual	Target 14/15

Section 6: Risk Management

Risk Management is not about avoiding or eliminating risk. It is about understanding what the risks are, what the likely impact would be if the risks should materialise and how this would be managed. It is only having a thorough understanding the risks that we are able to make properly informed decisions.

It is a requirement for a team plan to include, or be accompanied by, a risk register.

The key steps are to identify the significant risks that may prevent the planned objectives (i.e. strategic priorities) from being achieved. Assess their relative importance and identify the mitigation actions that are required to manage these risks

An example risk register is below:

Risk to planned objectives (short description including impacts)	Triggers	Consequences	Existing internal controls	Current Score			Desired Score			Required actions/ controls	Target date	Risk Owner (Name)
				Likelihood Score 1=Rare – 5=Almost certain	Impact Score 1= Negligible – 5=Very High	Combined risk score (likelihood x impact)	Likelihood Score 1=Rare – 5=Almost certain	Impact Score 1= Negligible – 5=Very High	Combined risk score (likelihood x impact)			

Key mitigating actions (Required actions/ controls) and target dates may be omitted from the table above if included in the action plan (Section 4).

Section 7: People Management

What qualifications or skills are required to deliver the team's tasks
Does the team have these qualifications or skills
Are there any current or potential skills gaps
What might be the impact of future changes on your team
Who can develop the skills to ensure business continuity for current tasks
Who can develop the skills to ensure the team can meet future demands

Any key actions should be included in the action plan.

Section 8: Matching Outcomes to Reducing Resources

How much does it cost to deliver specific products / services
What is the team's 2014/15 budget
What will be needed to deliver services at or near current levels (people, money etc)
How do people access your services
What actions can you take to encourage people to access services in ways that promote greater efficiency
What is your income generation target and what actions are planned to ensure this is met
What do you need to do in 2014/15 to address any forecast shortfalls / savings issues in 2015/16 and beyond
What are the impacts of the savings proposals on vfm, equality and statutory duties? Conduct an Equality Analysis

Any key actions should be included in the action plan.

Guidance for completing the team planning template

This section provides more detailed guidance on each element of the team planning template.

Section 1: General Information

- General information regarding the team, including the section and directorate within which the team sits
- A structure chart for the team would also be appropriate
- Think about what might be useful for a new starter within the team

Section 2: Team Context

- Set out the role and function of the team.
- A review of the previous year's performance, including key achievements and outlining challenges and key priorities for the year ahead.
- Highlight legislative and demographic changes that are taking place e.g. will national welfare or other reform have a significant impact on the team's work?
- Evidence of consultation. If you are a front line service, consultation with users should inform objectives and priorities. This section should set out what consultation and/or evidence of user and customer views have influenced your plan. For more information contact the corporate Communications Team: link to Comms Team intranet page.

Section 3: User Focus

- Set out who are the team's customers or stakeholders. If you hold any information on them broken down by protected characteristic (e.g. age), set out what you know and when the data was collected (e.g. last year).
- Ideally we will understand who all our customers/ stakeholders are. It may not be possible or appropriate to collect information by all equality strands, if this is the case, please explain (e.g. pregnancy/maternity may not be relevant for services to over 65s). Front line services are expected by law to publish equalities profile data each year. Some information has been more difficult to collect, for fear of causing offence, but the Council is committed to monitor by all nine protected characteristics, where appropriate. If it is something you intend to develop, include actions within the plan (Section 4) which will help improve your team's understanding.
- Cover both the specific services that the team provides and any general standards that the Council or the Directorate has agreed including telephone and correspondence response times.
- In most cases there will be a few key standards that the team needs to focus on. For instance the housing repair service will have a standard number of hours or days for carrying out different categories of repairs. The pupil referral service will have a standard number of days to ensure full-time education is delivered to pupils permanently excluded from school.
- The three One Tower Hamlets principles are to tackle inequality, strengthen cohesion and build community leadership. Spell out – with examples – how your team's work links in with these principles. This will help your team to understand that these three principles underpin everything we do as a Council.
- Equality Analyses are service improvement tools which should be undertaken where there are changes. These could include a new policy, commissioning a service, or a restructure. There are lots of changes coming up over the next few years, and a quick quality assurance

checklist (found on the One Tower Hamlets pages and at [QA checklist](#)) will tell you whether or not you need to conduct a full Equality Analysis. All key decisions going to a decision making body must have completed a QA checklist as evidence of due regard. Consider scheduling this check into your action plan.

- Equality monitoring can highlight imbalance in service provision, and Equality Analyses can illustrate that a certain group would be adversely affected. Could this be the case for your service?
- For teams who can demonstrate you know your customers, you have the data from monitoring and any Equality Analyses: how will you use that data to inform decision making / planning in 2014/15? What have you have done, or what do you plan to do, because of what you have learnt?

Section 4: Action Plan

(4a) Community Plan Theme

(4b) Strategic Plan Priority

As the diagram at the start of this guidance indicates, the Community Plan is the key plan from which the Council's other levels of business planning flows. The Community Plan is structured around 5 themes. The Council's Strategic Plan aligns its Strategic priorities / objectives to the themes. You can select one or more of these themes and priorities/ objectives as many teams may contribute to more than one.

Community Plan Theme	Strategic Plan Priority 2014/2015
A Great Place to Live *Tower Hamlets will be a place where people live in quality affordable housing, located in clean and safe neighbourhoods served by well-connected and easy to access services and community facilities.*	- Provide good quality affordable housing - Maintain and improve the quality of housing - Improve the local environment and public realm - Provide effective local services and facilities - Improve local transport links and connectivity - Develop stronger communities
A Prosperous Community *Tower Hamlets will be a place where everyone, regardless of their background and circumstances, has the aspiration and opportunity to achieve their full potential.*	- Improve educational aspiration and attainment - Support more people into work - Manage the impact of welfare reform on local residents - Foster enterprise and entrepreneurship
A Safe and Cohesive Community *Tower Hamlets will be a safer place where people feel safer, get on better together and difference is not seen as threat but a core strength of the borough.*	- Focus on crime and anti-social behaviour - Reduce fear of crime - Foster greater community cohesion

Community Plan Theme	Strategic Plan Priority 2014/2015
A Healthy and Supportive Community *Tower Hamlets will be a place where people are supported to live healthier, more independent lives and the risk of harm and neglect to vulnerable children and adults is reduced.*	• Reduce health inequalities and promote healthy lifestyles • Enable people to live independently • Provide excellent primary and community care • Keeping vulnerable children, adults and families safer, minimising harm and neglect
One Tower Hamlets *Tower Hamlets will be a place where everyone feels they have an equal stake and status. We are committed to reducing inequality, supporting cohesion and providing strong community leadership.*	• Reduce inequality • Work efficiently and effectively as One Council

(4c) Action

Your team plan should include the key actions which need to be carried out to support the Council's strategic priorities. You need to be clear about why the activity is necessary and why you are putting your limited resources into this rather than something else.

Some actions within your team plan should relate to **matching outcomes to reducing resources (Sections 4e and 8), equality and diversity (Section 4f), risk management (Section 6) and people management (Section 7)**, further information is provided in the relevant section.

Each activity within a team plan needs to have resource allocation and an identified **lead officer**. The lead officer is the person with overall responsibility for ensuring the initiative is delivered. Responsibility for initiatives should be spread across the team so that each team member can see their contribution to the team plan.

(4d) Resource

This will be either:
- Financial resource
- Staff resource

For many initiatives the key resource is likely to be staff time. You need to determine how much time is needed and how many staff should be involved. Any major new project will require its own project plan – further information on project management can be found on the Intranet (click for link).

(4e) Matching Outcomes to Reducing Resources

Include actions to address any savings identified for future years in the light of the reduction in Government funding. Completing section 8 will support the process of identifying actions.

(4f) Equality and Diversity

Promoting diversity and equality in everything we do is one of the Council's core commitments. The Single Equality Framework (SEF) is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. The equality objectives of the SEF are integrated into the Strategic Plan, ensuring that a focus on tackling

inequality informs the strategic direction of the Council and enables us to better meet the financial, policy and social challenges that we face today. It also enables us to demonstrate how we are meeting the requirements of the Public Sector Equality Duty to prepare and publish objectives which demonstrate how the organisation will meet the aims of the Duty: to eliminate discrimination, advance equality of opportunity, and foster good relations between different people.

The Council has identified a subset of Strategic Plan priorities which have high relevance to equality including:
- Priorities where the primary intention is to reduce inequality between people (e.g. reduce fuel poverty)
- Priorities which relate to an outcome where we know that there are significant inequalities between different groups (e.g. Maximise employment - actions would need to address known differences in the employment rate of women and men, people from different ethnic backgrounds and people with disabilities)

Directorates, services and teams have responsibility for ensuring that these objectives are met, but also for ensuring that 'due regard' is given to equality at all levels of service planning and delivery. Where you have a role in delivering against the Single Equality Framework priorities set out below we would expect you to reflect this in your team planning.

A Great Place to Live
Provide good quality affordable housing   *Maintain and improve the quality of housing*   *Develop strong communities*
A Prosperous Community
Improve educational aspiration and attainment   *Support more people into work*   *Manage the impact of welfare reform on local residents*
A Safe and Cohesive Community
Focus on crime and anti-social behaviour   *Reduce fear of crime*   *Foster greater community cohesion*
A Healthy Community
Reduce health inequalities and promote healthy lifestyles   *Enable people to live independently*   *Keep vulnerable children. Adults and families safer, minimising harm and neglect*
One Tower Hamlets
Reduce inequality

However we would also expect you to consider the need to address inequality and strengthen good relations between people as part of the wider work of your team or service. In identifying activities for your team plan we ask that you consider what work you can do to reduce inequality between people you work for, including through promoting access to your service, or tailoring your service to deliver better equality of outcomes between people from different backgrounds. Guidance and support is available from your Directorate SPP Teams and from the One Tower Hamlets Team. Further information is set out below and on the intranet at:
http://towernet/staff_services/OneTH/?view=Standard

(4h) Progress milestones and deadlines

Milestone – a significant event which would supports the completion of an action
Deadline – the date by which the milestone should be completed.

Some team plan activities may only have one or two progress milestones related to them. More complex or longer term activities may have a number of progress milestones which all need to be achieved to enable the initiative to be completed. You should ensure that the milestones are spaced over the whole period covered by the plan. Two examples are provided below.

Action	Milestones (including deadline)
To introduce a customer hotline for reporting highways faults	• Analyse current call levels and type (by end May 2012) • Map the process for reporting highways faults (by end June 2012) • Liaise with the Customer Contact Centre to agree procedures and service level agreement (by end August 2012) • Produce and disseminate publicity material for the new hotline (by end September 2012) • Launch new hotline (by end October 2012)
Develop a flexible working policy	• Review statutory requirements (by end May 2012) • Research good practice (by end June 2012) • Consult with managers, staff and unions (by end July 2012) • Develop proposals and report to CMT (by end Sept 2012) • Implement policy (by Nov 2012)

Section 5: Targets and Performance

▪ Each team needs to establish a set of key performance measures which will enable you to gauge the progress of the team towards achieving its objectives.
▪ You should select those Strategic and Directorate measures which you are responsible for delivering or to which your team contributes.
▪ You should also identify local team-based performance indicators to measure particular aspects of the team's work. These should include a mixture of outcome and output measures.
▪ In order to assist with monitoring, you can enter your performance measures onto the Excelsis system. You can then create a team 'basket' within the system from which you can monitor progress towards targets and produce monthly or quarterly reports. Guidance on how to enter measures and set up baskets is available on the Intranet or from your Directorate's SPP team. Corporate training on the system is available via the Training Admin System (TAS) on the intranet.

Output measures

Outputs are important measures, particularly for operational services. They define the volume of the team's actions and quantify what is being delivered and how efficiently. Examples include:

- 600 meals a day delivered to older people and disabled residents
- Housing Benefit applications processed in 35 days

Output measures enable you to plan for and monitor changes in the level of service provision. They also enable you to relate the volume of services provided to the resources that are being used.

Output measures answer the 'how much', 'how many' and 'how quickly' questions, but do not assess 'how good' or 'how effective' the service is in meeting objectives. For instance the Home Meals service could meet its target of delivering 600 meals a day, but this does not necessarily mean that the service is performing well. The meals could be unsuitable, delivered late or delivered to the wrong people.

Outcome measures

Outcome measures relate to the effectiveness of the service and the impact it has on achieving objectives. So for the street cleansing service, the most relevant outcome measure is whether the streets are clean. In other words, you could clean the streets ten times a day, but if they are still dirty, you have not achieved the desired outcome. Examples of other outcome measures include:

- Percentage of pupils achieving GCSE grades A*-C
- Percentage of Council houses which meet the Decent Homes standard

Some effective outcome measures are based on customer feedback or satisfaction. It is not just a question of whether you think the team is doing a good job, but whether your customers believe you are. For instance, with the meals service, a good test is whether users actually like the meals and eat them.

Setting performance targets

Having selected your key performance measures, you need to set targets for each measure. In setting targets you should be aiming to continuously improve your performance and to achieve levels comparable to the best authorities in this activity – our residents deserve no less.

The Council's target setting guidance is that:

- Targets should exceed last year's performance;
- Targets should exceed the last year's target;
- Targets should aim for top quartile performance in comparison with other London authorities. Where you are using local indicators, you will need to seek comparative data through benchmarking or other activity to ensure your targets are comparable with the best performing authorities.

With this guidance in mind, you should set targets which are challenging, aim for improvement and are achievable over time. You should aim to achieve the top quartile within 3 years. However, if you are starting from a low base, you may need to aim for top quartile performance over a longer period of time. If you are already performing within the top quartile, you should still set targets for continuous improvement, unless this would not represent value for money.

Targets should not be set in isolation from the actions in your team plan. You may be introducing a new computer system which will speed up your processing times – but this will not come on line for 12 months. In this case you will need to set your targets accordingly – with slower improvement in the first year, but rapid improvement in year 2 as the system's benefits are realised.

Data quality
The quality of our performance data is very important. Tower Hamlets' objective for Data Quality is to 'ensure that all information which contributes to the Council's performance management, whether produced internally or externally is accurate, reliable and timely.' Your team plan should consider this commitment and include specific actions for improvement, where necessary, in your team plan and PDRs.

There are 6 key characteristics of good data: accuracy, validity, reliability, timeliness, relevance and completeness. Arrangements to ensure the quality of performance data therefore need to address: **how** data is captured; **when** data is captured and **what** period it refers to; the definitions and methodologies used to produce data, **where** the data comes from; the systems used to produce data and the checks and controls within these system; **who** has checked it and when, who is responsible for the data; and what it will used for. For more information about data quality, see our Data Quality Policy: [(click for link).](#)

Section 6: Risk Management

Effective risk management will help us to achieve our aims, using it to keep delivery on track and to explore new ways of working.

Managing risk is an essential ingredient in helping you to achieve your team plan objectives, so taking time to undertake a risk assessment exercise will pay dividends later on. Risk Management is founded on the principle that "prevention is better than cure" so the process should be seen an integral part of a manager' toolkit in achieving successful outcomes.

Risk Management will help ensure that you identify the most important risks that could hinder the delivery of your objectives as well as identify the actions to reduce their likelihood and / or impact if the risk occurs. A risk assessment exercise is a simple, yet powerful, tool in supporting you to successfully achieve your team plan objectives.

Top 5 key risk actions
- Identify the most significant operational risks to your team plan objectives
- Assess these risks in terms of likelihood and impact (using the councils risk scoring system)
- Identify the mitigation actions you will be taking to manage these risks
- Allocate responsibility for the management of the risk and mitigation actions, ensuring timely dates for completion and review
- Consult your head of service if any risk has been identified that you think is best managed at service/directorate level.

The Risk Management team (ext 4051) can offer professional Risk Management advice and support in helping teams with a range of tools including running risk workshops that will facilitate the identification and risks.

Risk information must be recorded in a risk register and updated quarterly in line with team plans (or more frequently if required). This is a key management document that will help you monitor these risks and what is being done to manage them.

The Council uses a Corporate Risk Management Information System (JCAD) for recording of team and service level risks. Please contact the Risk Management team (ext 4051) to access system training and password access.

Guidance on Risk Management is available on the intranet and includes:

- Generic service related risks
- A quick guide to managing risks as well as the Council's Risk Management guide
- A risk register template to record key risks; and
- Risk Management policy statement setting out the Council's appetite for risk.

Section 7: People Management

- Who is in the team? Include a structure chart.
- What is the team's skills set? What qualifications or skills are required to deliver the team's tasks? Does the team have these qualifications or skills? Are there any current or potential skills gaps?
- What might be the impact on your team of the future changes identified in Section 2 (Outline of challenges and key priorities for year ahead)? Will you need new skills?
- Succession Planning: who can develop the skills to ensure business continuity for the current tasks and future demands?
- Membership of some professional bodies is conditional on specific training and development, known as Continued Professional Development (CPD), being undertaken to ensure that the relevant level of skills and knowledge is maintained. Compliance with CPD ensures that Tower Hamlets staff meet both occupational standards and our organisational needs. Which (if any) of your team members require training under Continuous Professional Development (CPD)? Provide details (names, obligations, CPD scheduled).
- For more on developing the team, see the Workforce Planning Guide, Workforce Planning Framework, Engagement Framework and Talent Management Framework on the intranet.

Section 8: Matching Outcomes to Reducing Resources

The Council has a duty to ensure that it delivers value for money at all times. In addition, within the context of reducing resources, the need to demonstrate that services are affordable has never been greater. We need to ensure that services – whether delivered in-house or externally – continue to deliver improved outcomes for local people, but at a cost that can be funded within resources available or likely to be available. More savings will need to be found for future years, and now is the time to plan new ways of working so that these savings can be delivered in a sustainable way, without adversely impacting on communities, particularly the most vulnerable, and while continuing to meet our statutory duties.

- How much does it cost to deliver specific products / services? Can this be compared either internally or externally?
- What is the team's budget? Revenue, capital budget and income streams
- What will be needed to deliver services at or near current levels (including people and funding)? Given the budget above, are your plans for 2014/15 affordable? If not, what will you need to reduce, stop or do differently? What would be the impact of these changes on communities?
- How do people access your services (e.g. in person, online). Is there a more efficient method, and if so, what actions can you take to encourage people to this route
- What is your income generation target, and what actions are planned to ensure this is met
- What actions can you complete this year to address forecast shortfalls / savings issues for future years in the light of the general reduction in grant funding from the Government
- Consider the impact of savings and income generation proposals on communities, including: whether the proposal represents value for money; the impact on protected characteristics (equality); and the need to maintain statutory duties
- For guidance on completing an equality analysis of a savings proposal click here and scroll to the end of the page. For equality training, including completing an equality analysis, see the corporate learning & development programme.

Getting assistance

If you would like further help with team planning you can contact the officer with lead responsibility for team planning in your directorate.

Directorate	Contact
Chief Executive's	Lucy Sutton (ext. 4361)
Communities, Localities & Culture	Oscar Ford (ext. 3187)
Development and Renewal	Abidah Kamali (ext. 1376)
Education, Social Care and Wellbeing	Karen Sugars (ext. 3131)
Resources	Wesley Hedger (ext. 3937)

For questions relating to this guidance please get in touch with Lucy Sutton (4361) or Kevin Kewin (4075) in Corporate Strategy & Equality. There is a corporate training course on Team Planning for managers. Details can be found on the intranet and part of the Council's Learning and Development programme. One-to-one training and facilitation of team planning sessions are also available on request.