

Item: 10

Title: Planning and progress 2023/24

Gweithredu / Action required	To note / discussion
Amseru / Timing	Routine
Argymhelliad / Recommendation	N/A
Risg / Risk	This item is linked to all our risks and issues as the Work Breakdown Schedule (WBS) and associated highlight reports will be an extra protection and early indicator for risks and issues that may affect our organisation's ability to fulfil its commitments.
Cyllid / Finance	The WBS outlines our intentions, some costs may not be known or may be estimated at earlier stages of planning. The WBS is not a commitment itself but will aid financial planning, tracking and reporting.
Amcan Cynllun Corfforaethol / Corporate Plan Objective	This paper is directly linked to our annual plan and its objectives as it provides the tool through which we will break down key deliverables, products, and milestones into more manageable components.
Cydraddoldeb, amrywiaeth a chynhwysiant / Equity, diversity and inclusion	No Integrated Impact Assessment (IIA) has been completed for this paper and associated WBS as appropriate IIAs will be completed for each product, deliverable, and milestone as required.
Cyfathrebu / Communications	Please tick one of the following boxes if this activity will have an impact on: Internal: our people <input checked="" type="checkbox"/> External: our customers/partners/stakeholders <input checked="" type="checkbox"/> External: our organisation's reputation <input checked="" type="checkbox"/>
Cymeradwyaeth / Approval/Clearance	Chief Executive
Trafodaethau/ Penderfyniadau	There have been previous discussions with the Board and Tîm Arwain regarding our planning and performance

Blaenorol / Previous discussions/decisions	indicators. The Board has previously agreed that to enable our organisation to develop the most appropriate indicators of performance from 2024 onwards, our approach in 2023-2024 would be to assess our performance using a detailed highlight report formed from our progress against each of the objectives within our plans and priorities document (and Annual / Corporate plans).
Awdur/ Cyflwyno / Author/presenting	Ben Eaton – Strategic Director for Organisational Strategy and Engagement
Dyddiad / Date	12.01.2024

Cefndir / Background

This paper presents the introduction of a Work Breakdown Structure (WBS) into our planning, management and performance processes. The Work Breakdown Structure is a comprehensive tool/approach that breaks down the entirety of our plans and priorities into smaller, more manageable components, ensuring a structured and systematic approach to achieving our desired outcomes.

The adoption of the Work Breakdown Structure, and associated highlight reporting, will provide the Board with indicators of performance, progress and impact against which the executives can be held account.

It also aligns with our commitment to enhance transparency, efficiency, and accountability throughout our work as highlight reports will be made publicly available through Board papers and external communications.

The Work Breakdown Structure serves as a critical step towards achieving our strategic objectives whilst upholding the standards expected of a Welsh public body.

Manylion / Detail

The primary purpose of implementing a Work Breakdown Structure is to provide a clear, detailed view of the structural plan of our plans and priorities across the organisation. It allows for a more granular understanding of each component, facilitating better planning, resource allocation, and risk management. By breaking down priorities into smaller parts, the Work Breakdown Structure makes complex objectives/projects more understandable and manageable.

A working draft will be presented at the January Board meeting as an example. The Work Breakdown Structure will directly relate to our plans and priorities published late last year and will be adapted and updated to reflect our Corporate/Strategic Plan 2024 and our Annual Plan 2024-2025. It will be set out in a way that reflects each of our 7 priorities, as well as each of the 7 regional areas and their regional thematic priorities, on a separate tab.

The benefits of using a Work Breakdown Structure include:

- **Enhanced Visibility:** It offers a clear roadmap for each priority, making it easier to track progress and identify potential issues early.
- **Improved Resource Management:** By understanding the specific needs of each component, resources can be allocated more efficiently.
- **Better Risk Assessment:** The WBS helps in identifying potential risks at a granular level, allowing for proactive risk mitigation strategies.
- **Increased Accountability:** Assigning specific components to team members, using a 'Responsible, Accountable, Supporting, Consulted, Informed' (RACI) approach, enhances individual accountability and performance tracking.
- **Corporate Connection:** Our people will be able to better understand how their day to day work relates to our corporate priorities.

Integration into board reporting

Going forward, the Board will be provided with a highlight report derived from the Work Breakdown Structure for each of the 7 corporate priorities and each region. This report will offer a concise yet comprehensive overview of progress, challenges, and achievements. It will enable the Board to stay informed about the status of our projects and facilitate strategic decision-making.

It is intended that the regional Work Breakdown Structures and regional contribution to the corporate priorities may also be used for discussion by Regional Directors and Board members in their regional ambassadorial roles.

The highlight report will include (as required):

- Key milestones and their current status
- Resource utilisation
- Relevant performance metrics
- Any deviations from the plan and corrective actions taken
- Risk management updates.

Additionally, the full Work Breakdown Structure will be attached as an annex to these reports for the Boards consideration. This makes sure that the Board has access to both a high-level summary and a detailed breakdown of each project, enabling members to review and steer the organisation's performance effectively.

Conclusion

The implementation of the Work Breakdown Structure (WBS) is a strategic initiative that will significantly enhance our planning, control and risk management capabilities.

The integration of the Work Breakdown Structure into our board reporting process will provide Board members, with the necessary insights to oversee and guide our strategic intent towards successful completion.

We think this new approach will contribute substantially to our ongoing efforts to deliver impact for the people of Wales.