

Appendix A

OGC Gateway™ Review 5: Operations Review

& Benefits Realisation



Llywodraeth Cymru
Welsh Government

Project Title:	Yr Egin
IAH ID number:	AH/21/88

Version number:	V1.0 (final)
Senior Responsible Owner (SRO):	Stephen Baldwin
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Department/Organisation of the Project	University of Wales Trinity St.Davids
Review dates:	[2/11/2021 – 4/11/2021
Review Team Leader:	Julie Palmer
Review Team Members:	Joyce Foster Stacey Wilkins
Previous Review:	n/a
Security Classification:	Official

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1.0 Delivery Confidence Assessment (DCA)

Delivery Confidence Assessment:	Green
<p>The Review Team finds that Yr Egin Phase1 (Ph1) has been delivered successfully and is on track to meet its Investment Objectives, recognising that some of these remain reliant on Phase 2 (Ph2).</p> <p>Yr Egin is clearly a vibrant and well supported facility providing the creative hub for the local and wider community. Yr Egin is providing the opportunity to raise the status of the Welsh language and its culture in Carmarthen and wider area and is seen as a destination space to fulfil this objective. All tenants (including the anchor tenant, S4C) expressed the benefits of the ability to collaborate and access excellent digital and production services.</p> <p>COVID and lockdown had a major impact on the facility and its local presence, however the number of tenants is already back to almost pre-Covid numbers and the public and performance spaces are being well used.</p> <p>It is acknowledged that full delivery of some of the investment objectives and the business case targets will not be fulfilled until completion of Ph2, however the RT received sufficient evidence to provide a Green delivery confidence based on the success of Ph1 to date, in relation to all of the ongoing objectives and targets.</p> <p>This is all supported by a real willingness to learn from a variety of reviews and external research, and the awareness of all staff and stakeholders of the need to carefully consider what Ph2 outcomes need to be in order to meet the strategic needs in an ever-changing environment.</p> <p>All interviewees were enthusiastic about the project and fully understood the vision, investment objectives and final outcome of Ph1. There was also acknowledgment of challenging times during project development and following completion due to Covid.</p>	

1.1 Delivery Confidence Assessment

The Delivery Confidence assessment RAG status should use the definitions below:

RAG	Criteria Description
Green	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.
Amber/Green	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
Amber/Red	Successful delivery of the project is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
Red	Successful delivery of the project appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The project may need re-baselining and/or overall viability re-assessed.

2.0 Summary of Report Recommendations

The Review Team makes the following recommendations .

Ref . No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
1.	Do not lose sight of the intended outcomes and subsequent benefits that are outstanding at this point between Ph1 becoming operational and commencing the strategic planning for Phase 2. Full consideration is needed to focus on whether the remaining benefits are achievable.	E - Essential	Ongoing and ahead of Ph2.	6. Benefits management and Realisation.
2.	Review staffing requirements for Yr Egin ensuring that functions such as Marketing and Communications, Operations Management and Strategic Leadership are appropriately resourced thus enabling Yr Egin to achieve its full potential.	R - Recommended	As soon as possible	10. Resources and Skills Management. 10.5 Organisation
3.	Continue to review the usage requirements of Yr Egin, accepting that changes may be required, and investment needed to maximise the performance.	R - Recommended	Ongoing	10. Resources and Skills Management. 10.2 Capacity Planning and management
4.	In addition to current service users, ensure wider engagement with the community in any discussion regarding Ph2 (Creative Carmarthen, creative industry, UWTSD, Coleg Sir Gar, schools, etc.)	E- Essential	In advance of Ph2 planning	Stakeholder Management 2.1 Engagement Strategy and Planning
5.	UWTSD and key stakeholders to continue to work collaboratively to develop the requirements for PH2, accepting that the assumptions made in the early documented business cases and bids are unlikely to be valid given changing working practices and rapid technical advances.	R - Recommended	In advance of Ph2	Context, Aim and Scope 8.1 Vision, Aims and Objectives 8.2 Alignment of Delivery to Policy
6.	Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.	E- Essential	In advance of Ph 2	Governance 1.1 Governance Structure and Processes
7.	Consider developing an Operational Risk Management Process and subsequent Risk	R - Recommended	As soon as possible and ongoing.	Risks, issues and Dependency Management

Ref . No.	Recommendation	Urgency (C/E/R)	Target date for completion	Classification (Please enter the categorisation number from the list provided here)
	Register, for discussion at MCC and to feed into Ph2.			9.2 management of Risks

Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately

Essential (Do By) – To increase the likelihood of a successful outcome the programme/ project should take action in the near future.

Recommended – The programme should benefit from the uptake of this recommendation.

[Note to Review Teams – if possible Recommended Recommendations should be linked to project milestones e.g. before contract signature and/or a specified timeframe e.g. within the next three months.]

3.0 Comments from the SRO

The review team have worked in an admirable way with the University's team to ensure an efficient, effective and informative running of the review process against the background of a fully operational building. The Gateway 5 review has been a robust and incredibly helpful process, which has proved that the project to date, has delivered on the vision and business objectives, and ensured that a real business need has been addressed.

The green status awarded by the review team is testament to the hard work of both the Yr Egin Project Team and Yr Egin Operational Team, and speaks volumes about the significant positive opportunity that the Yr Egin has generated for creative industry growth and wider economic impact in South West Wales.

The University is delighted that that review team have endorsed the strategy to give careful consideration to ongoing viability of Yr Egin Phase 2, to ensure that the delivered solution meets the needs of the Carmarthenshire creative sector in the most appropriate manner.

The University will continue to ensure that Yr Egin projects are resourced in a way that will allow them to deliver on their time, cost and quality constraints and ultimately to meet their business objectives and projected benefits. We recognise the change and challenges in the Creative sector but remain focused and determined to develop infrastructure and services relevant to the community and demand.

4.0 Background

The aims of the project:

The project aimed to develop a digital and creative industry centre (Yr Egin) within the Carmarthenshire region with a corresponding development of a Creative Sector cluster to further support the economic regeneration of the City Region. The opportunity to deliver the project arose directly from the decision by S4C, the native language broadcaster, to establish a significant presence in Carmarthen directly adjacent to the University's existing Carmarthen Campus. S4C would become the anchor tenant in the building, surrounded by multiple companies working in the creative and digital industry, providing a service not only for S4C but for other broadcasters, corporate producers, brands and public services.

The centre would invite companies that complement each other to form a creative and digital cluster, encouraging collaboration for mutual benefit and promoting the effect of 'innovative and creative collision'. This union of co-located, complementary expertise would organically harness new ideas, provide access to networks and create an opportunity to share knowledge in a productive and meaningful way.

The majority of the expected occupiers would be small/start-up businesses who (to become sustainable), will require extensive support and 'curation' services including provision of external expertise, training resources and access to finance. The University would put in place a dedicated resource team and provide access to its wider expertise to ensure the necessary curation support is provided including a commitment to enhancing training provision and fostering innovation partnerships.

A key requirement for successful development of the cluster would be the physical proximity between S4C, the other major occupiers, the start-up/SME occupiers and the University.

The driving force for the project:

The principal objectives of the project were,

- To establish an internationally renowned vibrant and connected creative cluster in two Phases with S4C, the national broadcaster, as the key anchor tenant by 2018 (Phase 1). Directly utilising maximising the potential of the decision by S4C to establish a significant presence in Carmarthen directly adjacent to the University's existing Carmarthen Campus.
- Phase 1 will create a 3,912 sq. m, BREEAM excellent cluster driven creative and digital media centre with a net lettable area of 2,080 sq. m. Phase 2 would support and develop the Carmarthenshire creative cluster based on the specific outcomes and lessons learned from Phase 1
- To establish a creative cluster of some 25+ creative and digital companies and organisations, co-located within the creative hub, to facilitate knowledge exchange between the University and related industry sectors across Wales and beyond
- To initiate investment and economic benefit in Carmarthenshire and beyond, and to ensure that the S4C 'halo' effect is maximized across the region through the creation of increased Net Additional Employment and GVA and by linking Carmarthen with the University's existing creative cluster in Swansea to create a digitally focused creative eco-system
- To raise the status of the Welsh language and its culture in Carmarthen and the surrounding area in a public, contemporary and exciting way.

The procurement/delivery status:

N/A – Project delivered – Procured from the SEWSCAP framework.

UWTSD utilised a two-stage Early Contractor Involvement (ECI) procurement route to appoint a Contractor to work with the University in finalising the design and other pre-construction services to advance the Construction Project. The ECI Appointment included the commissioning of all necessary surveys, completion of technical and procurement design, and the award of the Construction Contract made following the successful completion of the ECI Appointment

Current position regarding previous assurance reviews:

N/A

5.0 Purposes and conduct of the OGC Gateway Review

The primary purposes of an OGC Gateway Review 5: Operations review & benefits realisation, are to assess whether the anticipated benefits are being delivered and that the ongoing contractual arrangements meet the business need.

Annex A gives the full purposes statement for an OGC Gateway Review 5.

Annex B lists the people who were interviewed during the review.

6.0 Acknowledgement

The Review Team would like to thank Stephen Baldwin, SRO, and all interviewees for their support and openness which contributed to our understanding of the Project and the outcome of this review. Particular thanks to Geraint Flowers and Sharon Lovell for their excellent administration, organising the interviews and documentation and ongoing support throughout the period of the review. We'd also like to thank Carys Ifans and her team for looking after us so well during our time at Yr Egin.

7.0 Scope of the Review

This is a Gateway™ Review 5: Operations review & benefits realisation, refer to Annex A for the purpose and content of the Review. Yr Egin project delivered in September 2018, this has been the first opportunity to conduct a Gate 5 review.

8.0 Review Team findings and recommendations

8.1: Review of operating phase

Yr Egin Ph1 was successfully delivered in July 2018 and occupied by tenants in September 2018.

Securing the anchor tenant, S4C was pivotal to the whole project and construction of the new building, and Yr Egin is now the location for a number of tenant companies and organisations from the creative sector, either as new businesses or through relocation to the centre.

The project was managed by the University of Wales Trinity St.Davids (UWTSD), working with S4C, the creative sector, Carmarthenshire County Council (CCC) and other key stakeholders to develop and agree the requirements and subsequent design. The construction phase was contracted to Keir and Mott McDonald, and the building was formally handed to UWTSD in September 2019, one year after opening, in line with their contract.

Whilst initial stages of the project were not part of the Swansea Bay City Deal, it became one of the SBCD projects in 2017, and the Full Business Case was developed in line with the 5 case business case model to secure the Welsh Government funding. The SBCD PMO continues to work closely with Yr Egin team, on benefits realisation and support for Ph2.

Version 2

February 2019

Yr Egin is owned by UWTSO, and located alongside other University buildings, and is leased to S4C and other tenants via a company, Menter Creadigol Cymru (MCC). Signage on the road and walkways approaching the building refers to it as Yr Egin, S4C, with no reference to the University or other tenants.

Yr Egin is fully operational, it is evident to the RT that the building offers a welcoming venue for the creative sector and the public and is already recognised as a hub for the creative industries and the Welsh language. It is well used by schools and local community groups (Merched y Wawr as an example), as a venue for creative workshops and as a local meeting point. It also attracts audiences to the central performance and theatre spaces, the popular chat show 'Jonathan' is recorded in the centre, attracting an enthusiastic audience. The café has reopened and was busy throughout the review period. In addition, the technical services available on the ground floor – Editing studio, sound studio, broadcasting are fully utilised and provide innovative and up to date digital service.

Several targets and investment objectives were agreed as part of the Business Case and these are detailed, reviewed, and analysed in the Project Evaluation Review document (PER – July 2020). Some of these targets are reliant on Ph2 being delivered. At the time of this review there is strong evidence that the targets are being monitored, with a good understanding of what has been achieved and what remains outstanding, which is in line with expectations.

Covid-19 and the subsequent lockdown had a considerable impact on Yr Egin, with temporary closure and tenants being forced to work from home. The impact is well documented in the various papers provided for the review, along with evidence of the excellent online outreach style work that continued throughout. There is sufficient evidence to acknowledge the recovery, and tenancy is almost back to pre-Covid levels; the café is thriving, and production re-commenced.

All interviewees acknowledged that working practices, service requirement and location needs have changed, and this must be a major consideration for Ph2 planning, and for the ongoing assessment of usage of Yr Egin. The RT were hosted in a large, currently unoccupied space and learnt that tenants and potential tenants are requesting smaller spaces, shared working spaces, rather than the big units. There have already been some adaptations to one large room to divide into smaller units.

This space requirement and purpose needs to be assessed at regular intervals and where necessary investment made to maximise usage and meet tenant needs.

Support contracts and maintenance agreement with UWSTD are in place and feedback from Yr Egin tenants and staff indicate that this is working well.

The Senior Responsible Officer (SRO) for Phase 1 remains in place, and it is appropriate that it sits with Stephen Baldwin as Director of Resources and Business Planning for UWTSO. Requirements for Phase 2 are being considered at the time of this Review, and a number of stakeholders are being consulted as part of this process. It is evident that it will look very different from what was stated in the original bids for Yr Egin Ph1 and Ph2. The experience and learning from Ph1, evidence from the key stakeholders, S4C and tenants, the wider creative community and research (Swansea Bay City Region Creative Industries Analysis), along with changing working practices and requirements (pre and post-Covid) are demanding this re-think and the RT is encouraged to see the level of thought and consideration being given to Ph2.

In terms of the ideal role to be the SRO, this needs to be agreed in line with the strategic direction and outcomes being considered for Ph2, as this role will be accountable for the success of Ph2.

Recommendation 6: Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.

(Further detail available in section 6 of this report)

The Centre Director appointment has been a key to the success of Yr Egin in this early operational phase, and it is widely acknowledged that Carys Ifans is more than fulfilling this role and is highly regarded by all. This is a strategic leadership role that requires support to drive the marketing and communications for the centre, and from an operational day to day manager. This will enable the Centre Director to develop the creative strategy for both Yr Egin and the region, promoting Creative Carmarthen, working with partners to develop bids and secure additional funding to fulfil the Creative strategy.

UWSTD has professional services that can support the centre's needs as mentioned above, but it is worth considering having dedicated roles to fulfil these functions.

The RT heard evidence of the positive impact on the Welsh language, one of the Investment objectives. Reference was made to a venue where Welsh speakers could meet. Many interviewees also acknowledged the importance of ensuring that Yr Egin, whilst being the Welsh hub, is also welcoming to all, and encourages learners and non-Welsh speakers to want to immerse themselves in the culture and experiences offered.

There is evidence of effective collaboration between Yr Egin, UWSTD, S4C, CCC, SBCD and other key stakeholders.

Tenants have official and unofficial forums, and despite Covid restrictions can keep in touch with each other. The tenants have access to technology and expertise that they may not otherwise be able to afford or access, this is the benefit of the co-location and the investment in technology. This should be used to support the marketing for Yr Egin as it is a clear mark of success and again helps to meet another of the Investment objectives in developing the hub for creative industries.

The S4C move was not without its challenges particularly in terms of relocation of some roles and employees, however the RT learnt that this had also enabled local recruitment.

In summing up, Ph1 has been strategically and operationally successful, and there is evidence of numerous initiatives that will help to promote and expand the creative focus being considered for Carmarthen, all aided and encouraged by this initial creative hub. The RT also found a strong sense of realism amongst those interviewed and the willingness to learn through the various reviews and research carried out.

8.2: Business Case and benefits management

The Full Business Case (FBC) was approved in December 2018 and provided the vehicle to secure the £3m Welsh Government (WG) funding which, although earmarked for Yr Egin Phase 1 as part of the Swansea Bay City Deal (SBCD), had not been previously provided to the project and had been subsidised by UWSTD on an interim basis.

Previous Bids and Proposals dating back to 2013 had been produced to document the Vision and Objectives, justify the development, articulate benefits and outcomes and support funding requests. There is recognition and acceptance that the project being brought into the SBCD Portfolio has validated Yr Egin initiative as a valuable part of the strategic plan for the area and as such, this governance has allowed for wider benefits to be considered.

The RT was provided with consistent evidence that the original Vision and Objectives of the project are still valid and on track to being realised. The original outputs were delivered to time with initial objectives achieved.

Benefits identified in the FBC are being tracked as far as possible. Many of the WG terms and conditions of Phase 1 funding have already been met. Despite the Covid Pandemic resulting in delays to benefits realisation, there is now clear evidence of an upward trajectory which, if maintained, will result in Phase 1 achieving or exceeding expectations. There is also an evident

commitment from all involved in Yr Egin project and Centre Operation to continue to ensure all benefits are realised. The experience of Phase 1 development, project management and operations provides a sound basis for planning for the next phase of the project.

Some of the Benefits signed up to are dependent on Ph2 of Yr Egin and there is recognition that, to meet the changing requirements of the local (and global) creative Industry, the scope and approach will need to be reassessed and the current agreed benefits may therefore be affected. This is seen by all involved, as an opportunity to revisit the original benefits, and ensure that any new forecasts are realistic and that return on investment can be achieved or enhanced in financial, economic, cultural and social terms.

Recommendation 1: Do not lose sight of the intended outcomes and subsequent benefits that are outstanding at this point between Ph1 becoming operational and commencing the strategic planning for Phase 2. Full consideration is needed to focus on whether the remaining benefits are achievable.

There is also an understanding that a formal Change Request to articulate this thinking along with the recommended way forward will need to be submitted to SBCD for approval and it must be based on sound evidence along with full stakeholder collaboration. The RT also heard that there was a short window in which to achieve approval of the Change Request before delays to Yr Egin Phase 2 affects the ability to realise benefits in line with the 15 Year SBCD Benefits Realisation period which commenced in 2017.

The RT heard concerns that some of the benefits, particularly those relating to the local culture and economy as well as the SBCD Portfolio will be very difficult to measure and specifically attribute to Yr Egin. The mechanism for this evaluation is not yet defined at a strategic level and, as such, outcomes and impacts of the development may not be fully articulated. The PER has a recommendation to establish a consistent methodology to be able to measure Gross Value added (GVA), whilst acknowledging that this is a City Deal wide challenge.

8.3: Plans for ongoing improvements in value for money

The RT acknowledge the pride that those involved in Yr Egin have for the centre and achievements to date under unforeseen and difficult circumstances, and commitment to build on its success and maximise the outcomes and benefits. There is also a clear understanding that Value for Money includes qualitative as well as quantitative outcomes. The cultural and social outcomes of Yr Egin are at the heart of the development justification and there is a drive to exceed expectations going forward.

The RT heard that the way the space in Yr Egin is utilised needs to be considered at frequent intervals to ensure it remains fit for purpose and flexible to support changing requirements. There are challenges to either physically alter the accommodation (e.g. financial, environmental) or widen the target cliental (political, challenge to objectives), but these are well understood.

The Covid Pandemic meant that engagement plans were put on hold and events have not gone ahead as anticipated., however they adapted to provide online events and continued to reach out to schools and the community. There is a commitment to pick up and enhance previous engagement plans but Health and Safety considerations still play a big part in organising large events.

Many interviewees accepted that Marketing and Engagement activities could be strengthened and be more far reaching. Significant commitment was evidenced to address this with recruitment with the appointment of a Director of Marketing and Communications. Yr Egin has access to UWTSO professional services, however there may be a need for more focused resource to support future plans and this should be kept under review.

It was also noted that, now that the Centre is operational, there is a clear requirement for strategic growth and development which should be separate from ongoing operational management. Investment in resources is seen as a challenge to achieving this but is recognised as an effective approach to ensuring ongoing growth.

Recommendation 2: Review staffing requirements for Yr Egin ensuring that functions such as Marketing and Communications, Operations Management and Strategic Leadership are appropriately resourced thus enabling Yr Egin to achieve its full potential.

As previously stated, there is now an opportunity to shape Ph2 of Yr Egin and identify additional or enhanced outcomes to further evidence Value for Money.

8.4: Plans for ongoing improvements in performance and innovation

Yr Egin has a vibrant feel to it with the café area being a real heart for collaboration and planning. Prior to Covid there was evidence of collaboration due to the shared location and opportunities to meet informally. As the covid recovery continues these opportunities will likely increase. The team at Yr Egin continue to plan and draw in people to utilise the facilities and maximise its potential as recovery from lockdown continues. The RT heard that the pandemic resulted in a clear shift in the way services were being used, with some changes made to the space available happening before the pandemic. There are a variety of service users currently accessing the space in Yr Egin, and as previously mentioned there is a need to balance best use of empty space with investment to achieve maximum usage, e.g. the RT were given a large open space for the review which is currently unoccupied. The current ventilation and layout of the room does not lend itself to smaller units without a redesign and investment, however this may be more beneficial than leaving it unoccupied.

Recommendation 3: Continue to review the usage requirements of Yr Egin, accepting that changes may be required, and investment needed to maximise the performance.

There is clearly good work ongoing to increase the use of the facility as well as raising the profile of creative industries in Carmarthen. Collaboration between all parties is evident and the RT heard of a variety of initiatives that have resulted from use of not just facilities but also the anchor tenants S4C, e.g. Shwmae Sir Gar has been one of the most successful local TV initiatives.

Yr Egin team can now focus on increasing their outreach activities, wider than just the local community. There is real opportunity to make Yr Egin a destination that service users will travel far and wide to attend. The S4C being on site is a real selling point that could bring in service users from across Wales, and this was always the stated Vision for Yr Egin.

The Digital Services are being engaged on phase 2 and it was good to hear of the plans to enhance and create more digital services on site. The RT heard that there emerging collaboration with industry and the project team for phase 2 around potential services. Meeting the current and future digital services needs is a critical requirement of Ph2. Planning and shaping Ph2 must involve current tenants and wider creative sector stakeholders to inform these requirements.

Recommendation 4: In addition to current service users, ensure wider engagement with the community in any discussion regarding Ph2 (Creative Carmarthen, creative industry, UWTSO, Coleg Sir Gar, schools, etc.)

8.5: Review of organisational learning and maturity targets of current outcomes

The RT found sufficient evidence to confirm the willingness of all staff and stakeholders to review and learn from Ph1.

The RT had sight of the Lessons Learnt Report, the Project Evaluation Review, research findings from a Creative Industry Analysis (BOP consulting), and the ARAD research into the impact of S4C in Wales and the UK. Interviewees were sighted on the outcomes and findings from these reports and are actively working on the recommendations made throughout.

Ph2 planning is taking full account of these, alongside other ongoing conversations and workshops involving all stakeholders.

8.6: Readiness for the future – Plans for future service provision

The RT were reassured to find that the project team are reviewing the original plans for the next phase of Yr Egin following a significant period of changing working practices and needs, accelerated by the pandemic. There is widespread understanding across all stakeholders that the future service provision needs to be carefully considered and well understood before moving into the next phase. The research undertaken by BOP is a demonstration that the creative industry needs are being assessed and considered to help inform the next phase. The ARAD report provides evidence of the positive impact Yr Egin with S4C as the anchor tenant has had in Wales.

It is understood that S4C were involved at all stages of phase 1 as the anchor tenant and they clearly have the building they had hoped for and are happy with the result. Although Ph2 doesn't include a building that S4C will be utilising, their expertise and understanding of the creative industry needs would prove extremely valuable as the requirements are outlined and understood.

The benefits outlined for phase 1&2 in the original business case will need to be reviewed and this was widely acknowledged. The RT heard of many benefits that were being identified that were not necessarily documented in the original FBC. Capturing these will help support any decision to change the planned scope of phase 2.

Recommendation 5: UWTSO and key stakeholders to continue to work collaboratively to develop the requirements for PH2, accepting that the assumptions made in the early documented business cases and bids are unlikely to be valid given changing working practices and rapid technical advances.

It is critical that the right stakeholders are involved in the requirements gathering for phase 2. In terms of the ideal role to be the SRO, this needs to be agreed in line with the strategic direction and outcomes being considered for Ph2, as this role will be accountable for shaping Ph2, achieving the investment required and be the strategic leader throughout the project.

Recommendation 6: Review the Ph2 SRO role at the point where strategic direction is agreed, to ensure that the most appropriate person is appointed to this critical leadership position.

Yr Egin reports to the MCC as its Governing Body. The RT were not sighted on the type of reports presented. At this stage in operational running and with Ph2 pending it would be worth considering introducing an operational Risk Register as part of the reporting. This would help formalise risk management, encouraging identification, scoring, and recording the actions taken to manage and potentially reduce any risks. Reporting into MCC could highlight any key risks.

Recommendation 7: Consider developing an Operational Risk Management Process and subsequent Risk Register, for discussion at MCC and to feed into Ph2.

8.7: Blockers -

N/A

9.0 Next Assurance Review

The RT recommend that the next assurance review is planned to align with the point at which the strategic case for Phase 2 is defined and well understood by all stakeholders, and options for delivering Phase 2 have been identified. This could be in the form of a Project Assessment Review (PAR), where the SRO can define the Terms of Reference for the Review, and/or a Gateway 1 – Business Justification (in line with the initial Business Justification case). In terms of timing, the ideal point for the review would be end of Academic year 2022 (July 2022), with engagement with Welsh Government commencing in April 2022.

ANNEX A

Purposes of OGC Gateway™ Review 5: Operations review & benefits realisation

- Assess whether the Business Case justification for the project at OGC Gateway Review 3: Investment decision was realistic.
- Confirm that there is still a business need for the investment
- Assess whether the benefits anticipated at this stage are actually being delivered.
- Assess the effectiveness of the ongoing contract management processes.
- Confirm that the client side continues to have the necessary resources to manage the contract successfully.
- Confirm continuity of key personnel involved in contract management/‘intelligent customer’ roles.
- Where changes have been agreed, check that they do not compromise the original delivery strategy.
- Assess the ongoing requirement for the contract to meet business need. Ensure that if circumstances have changed, the service delivery and contract are adapting to the new situation. Changing circumstances could affect: partner management; relationship management; service management; change management; contract management; benefits management; performance management.
- Check that there is ongoing contract development to improve value for money.
- Confirm that there are plans to manage the contract to its conclusion.
- Where applicable, confirm the validity of exit strategy and arrangements for re-competition.

ANNEX B

List of Interviewees

The following stakeholders were interviewed during the review:

Name	Organisation and role
Carys Ifans	Centre Director (Yr Egin)
Helen Morgan	Economic Development Manager (CCC)
Niall Maxwell	Consultant Architect (ROA)
Stephen Baldwin	SRO, Director of Resource and Business Planning (UWTSD)
Hywel Davies	Principal Research and Development Officer (UWTSD)
Dylan Jones	Deputy Vice Chancellor (UWTSD)
Jonathan Burnes	Portfolio Director (Swansea Bay City Deal)
Anthony Swallow	Business case Development Consultant (Swallow Consultancy)
Rhidian Dafydd	Director of Projects (S4C)
Geraint Flowers	Executive Head of Capital Projects (UWTSD)
Osian Evans	Moilin, Yr Egin
Catrin Evans	Senior Project Manager (UWTSD)
Elin Morris	Chief Operating Officer (S4C)
James Cale	Director of Digital Services (UWTSD)
Gwilym Dyfri-Jones	Provost – Carmarthen and Lampeter (UWTSD)

