



Ministry
of Justice

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www.gov.uk/MoJ

Helga Swidenbank
SRO for Youth Justice Programme
(By Email Only)

3 May 2019

Dear Helga,

LETTER OF APPOINTMENT FOR THE YOUTH JUSTICE PROGRAMME

Thank you for your work as Senior Responsible Owner (SRO) of the Youth Justice Programme, which took effect from 3 September 2018. You are directly accountable to the CEO of HMPPS, under the oversight of the Permanent Secretary.

As SRO, you have personal responsibility for delivery of your programme to ensure the delivery of its objectives and policy intent. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported honestly, and escalated appropriately. You are ultimately accountable for ensuring delivery of your programmes, and for the realisation of agreed benefits. You are also responsible for pausing or terminating the programmes where necessary. Where issues arise which you are unable to resolve you are responsible for escalating these issues to the Investment Committee.

In addition to your internal accountabilities, you should also be aware that SROs will now be held personally accountable to Parliamentary Select Committees. You will be expected to account for and explain the decisions and actions you have taken to deliver the project (or specific milestones).

It is important to be clear that your accountability relates only to implementation: it will remain for the Minister to account for the relevant policy decisions and development.

The role and responsibilities of an SRO are explained in Annex A "SRO Role and Responsibilities in MoJ". You should follow the guidance in that document.

You should make sure you understand the guidance "Giving Evidence to Select Committees – Guidance for Civil Servants" on GOV.UK.

You should also make yourself aware of the Infrastructure & Projects Authority (IPA) guidance on management of major projects on GOV.UK. Clarification on the

guidance and IPA requirements can be provided by the Ministry of Justice Portfolio Management Office.

You must ensure that the programme secure business case approval from the MoJ Investment Committee, Cabinet Office and HM Treasury. You should also ensure that the programme delivers the strategic outcomes approved in the business case, along with managing the costs and realising the benefits in line with the approved business case.

You should satisfy yourself that you understand and work within your delegated levels of authority and that you do not exceed these without prior written approval through the appropriate MoJ Investment Committee. You should also ensure that resource requirements for the programmes are clearly defined and secured for each stage.

You will carry out this role alongside your other responsibilities and must ensure that you allocate sufficient time to enable the effective delivery of the role and responsibilities, as set out in Annex A.

As SRO, you are expected to be able to provide evidence that relevant, auditable documentation exists in line with departmental expectations for projects and programmes and that there are milestones for delivery which inform decisions linked to key programme events.

You should pay attention to ensuring effective governance for your programmes including establishment of a programme board with appropriate membership and clear Terms of Responsibilities for the board. You will ensure a suitable Financial Responsible Officer (FRO) is appointed following the departmental guidance included with this letter. You should ensure that assurance and programme management arrangements are established and maintained throughout the life of the programme. You should adopt best practice and be prepared to justify any deviation from it, in line with guidance published by the Infrastructure & Projects Authority and the Ministry of Justice Portfolio Management Office.

You should monitor programme status, forecast timescales, costs and benefits, key risks and dependencies and report issues (including any likelihood of exceeding approved tolerances) openly and transparently.

The Chair of the MoJ Investment Committee will represent the department's interest in both supporting delivery and holding you to account as SRO. You are responsible for providing reports to the Ministry of Justice Portfolio Management Office as required, and for submitting business cases and reports to the Key Holder process and relevant boards. Where appropriate, governance will include reference to the Investment Committee, Executive Committee (ExCo) and/or the Departmental Board (DB).

Tenure of position

You are required to undertake this role until six months after the achievement of opening the secure school i.e. April 2021 at present. To be revised if there is a

The Project Status at the date of your appointment is reflected in the most recent quarterly return on the programme to the Infrastructure & Projects Authority. This is the agreed position as you assume formal ownership of the programme.

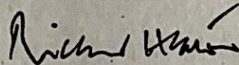
Development and support

You will not be required to complete MPLA at this time as you are currently undertaking an Executive Doctorate in Organisational Change. You have, however, completed the one day Leading as an SRO course.

The Department will assist you in securing the necessary resources to support the project, and will set clear standards to enable good governance and effective delivery. You will be part of the Department's cohort of major project leaders, who support each other to share good practice, learn lessons and collectively develop solutions. Following approval of the Business Case, the Department's Investment Committee will provide ongoing oversight and support, and will take steps to help resolve any escalated risks, issues or constraints that are acting as an impediment to successful delivery.

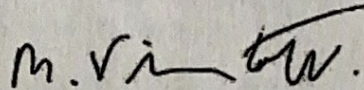
We would like to take this opportunity to wish you success in your role as SRO.

Yours sincerely,



Signature

RICHARD HEATON



Signature

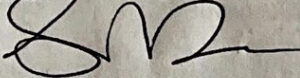
MATTHEW VICKERSTAFF

I confirm that I accept the appointment including my own personal accountability of the implementation of the project in the letter above.

Name of SRO:

Helga Swidenbank

Signature:



Date: 03/05/2019

Annex A - SRO Role and Responsibilities in MoJ

Specific responsibilities

The SRO should perform the following key, high-level functions: -

Ensure that a project or programme of change meets its objectives and delivers the projected benefits

- Ensure agreement amongst stakeholders, including Ministers where appropriate, as to what the objectives and benefits are;
- Ensure strategic fit of the project or programme objectives and benefits;
- Obtain commitment from stakeholders to the delivery of the benefits;
- Monitor delivery of the objectives and benefits taking appropriate action where necessary to ensure their successful delivery.

Ensuring that the project or programme is subject to review at appropriate stages

- Ensuring that the project is subject to review at the key points during its lifecycle, including the OGC Gateway™ Process, and especially at the pre-initiation (feasibility) and initiation stages and other points he/she considers necessary;
- Making certain that any recommendations or concerns from reviews are met or addressed before progressing to the next stage.

Own the project or programme brief and business case

- Oversee development of the brief for change and business case;
- Ensure that the aims of the planned change continue to be aligned with the business, and establish a firm basis for the project or programme during its initiation and definition;
- Secure the necessary investment for the business change.

Development of the project or programme organisation structure and logical plans

- Ensuring that there is a coherent organisation structure and logical plan(s);
- Building the right team and ensuring the necessary resources and skills are in place, with clear lines of accountability;
- Engaging with the work of either project initiation (in a project environment), or establishing the programme (in a programme environment).

Monitoring and control of progress

- Monitoring and controlling the progress of the business change at a strategic level (at an operational level this is the responsibility of project or programme manager): the project or programme manager is responsible for providing regular reports to the SRO on progress of the business change. There will be inevitable issues that arise requiring the SRO's advice, decision-making and communication with senior stakeholders;
- Chairing the project or programme board.

Formal project closure

second school announced or if scope of the programme is otherwise broadened. Progress towards this should be reflected in your personal objectives.

Objectives and performance criteria

The policy intent supported by this project is that in 2015, the then Secretary of State asked Charlie Taylor, the Chair of the Youth Justice Board to conduct a review of the whole youth justice system. The Government published his report, alongside its own response, in December 2016. It was proposed the existing custodial estate was replaced with a new type of provision: secure schools. In response, the Government made a set of specific commitments to improve youth custody, including boosting frontline staffing numbers by 20%, creating a new specialist youth justice officer role, developing additional specialist support units and establishing two pilot secure schools.

The objectives and vision of the project are improving safety within the youth custodial estate and to continue work on longer term options to fundamentally change the approach to working with young people in custody. These aims are sought to be achieved via the following:

- **An individualised approach:** an integrated framework of care encompassing education, health, and behaviour support into youth custody, to ensure each young person has had a full needs assessment and a tailored care and support plan,
- **A professional, specialist workforce:** creating a bigger more resilient and stable workforce, more staff with specialist skills, culture change to those who want to work with young people and focus on rehabilitation not security,
- **Strong leadership and governance:** develop strong leaders who create the right culture who are held to account for outcomes,
- **The right estate:** smaller units with a therapeutic environment.

Your personal objectives and performance criteria that relate to the project/programme are To deliver the Youth Justice Reform Programme. This is in my SPDR and has been agreed by my line manager.

Delegated departmental/project authority

The total cost of the preferred options as presented in the Strategic Outline Business Case is estimated to be **£55m**. As part of the departmental annual allocations process, you will be authorised to approve a set level of expenditure each financial year. This will be set out in your annual financial delegation letter from the Chief Executive Office of HMPPS

You are authorised to agree project rescheduling within tolerances agreed with the MoJ Investment Committee. Rescheduling beyond that must be agreed with the MoJ Investment Committee.

Project status

- Formally closing the project or programme and ensuring that the lessons learned are documented within the "end of project" or "end of programme" evaluation report: closure requires formal sign-off by the SRO that the aims and objectives have been met and that lessons learned are documented and disseminated;
- Planning the post programme/project review(s) when the entire benefits realisation process will be assessed.

Post implementation review

- Ensuring that the post implementation review takes place, the output is forwarded to the appropriate stakeholders and the benefits have been realised: the SRO is responsible for commissioning and chairing these reviews and ensuring the relevant personnel are consulted and involved in the review process.

Problem resolution and referral

- Referring serious problems upwards to top management and/or Ministers as necessary, in a timely manner;
- Regular consultation will be required between those delivering the change and the stakeholders and sponsors;
- Ensuring that the communication processes are effective and linkages are maintained between the change team/s and the organisation's strategic direction.

Characteristics of the SRO

What behaviours and characteristics should an SRO have?

An SRO needs to:

- take responsibility – including putting things right when they go wrong, and ensuring that recognition is given when they go right
- have a good understanding of the business issues associated with the project or programme
- be a senior reputable authoritative figure approved by the Department/Agency Management Board, or their delegated authority to be the SRO for a project or programme
- be active, not a figurehead
- have sufficient experience and training to carry out SRO responsibilities

An SRO must be someone who can:

- broker relationships with stakeholders within and outside the project or programme
- deploy delegated authority to ensure that the project or programme achieves its objectives
- provide advice and guidance to the project or programme manager as necessary
- acknowledge their own skill/knowledge gaps and structure the project/ programme board and project/ programme management team accordingly
- give the time required to perform the role effectively
- negotiate well and influence people
- be aware of the broader perspective and how it affects the project/ programme
- network effectively
- be honest and frank about project/ programme progress
- request help when necessary and escalate with confidence.

Annex B

Guidance and support

By way of support, we will be arranging SRO sessions to share experiences from the Major Projects Leadership Academy and provide information on our MoJ project delivery framework – covering processes, products, governance, assurance and approvals. In the meantime, please refer to the Project Delivery pages <http://intranet.justice.gsi.gov.uk/guidance-support/change-management/project-delivery/index.htm> on the MoJ intranet, which we are frequently updating to reflect work on the framework. Some courses and e-learning for SROs are available on the Civil Service Learning website

<https://civilservicelearning.civilservice.gov.uk/professions-new/project/curriculum>
The range of learning opportunities is currently being developed, so it is suggested that you check the website periodically. If you have any questions about the framework or learning resources, please contact [moj project delivery capability@justice.gsi.gov.uk](mailto:moj_project_delivery_capability@justice.gsi.gov.uk)