



Department for
Digital, Culture,
Media & Sport



Infrastructure
and Projects
Authority

From the Permanent Secretary

Department for Digital, Culture,
Media & Sport
100 Parliament Street
London
SW1A 2HQ

From the Chief Executive

Infrastructure and Projects Authority
1 Horse Guards Road
London
SW1A 2HQ

To: Becky Morrison and Hannah Malik,
Senior Responsible Owner (SRO) Youth Investment Fund

Date: 03/08/22

From: Sarah Healey Permanent Secretary
and Nick Smallwood, Chief Executive, IPA

Subject: Appointment as Senior Responsible Owner (SRO) for the Youth Investment Fund

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the Youth Investment Fund, directly accountable to the DCMS Permanent Secretary under the oversight of Lord Kamall, Minister for Civil Society, Heritage, Tourism and Growth. 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 1. This will be periodically reviewed to ensure that an appropriate balance is maintained across your portfolio of activities.

As SRO you have personal responsibility for delivery of the Youth Investment Fund within England. You will be held accountable for the delivery of its objectives and policy intent; for securing and protecting its vision, for ensuring that it is governed responsibly, reported honestly and escalated appropriately; and for influencing constructively the context, culture and operating environment of the project.

In addition to your internal accountabilities, you should also be aware that SROs will 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). In your case this means that from the date of signature of this letter you will be held personally accountable and could be called by Select Committees for delivery of the Youth Investment Fund.

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. You

should also make sure you understand the guidance [“Giving Evidence to Select Committees – Guidance for Civil Servants”](#). You should also make yourself aware of the Infrastructure and Projects Authority (IPA) guidance on management of major projects: <https://www.gov.uk/government/policy-teams/major-projects-authority>.

Tenure of position / executing your SRO role

You are required to undertake this role until 31 March 2024 unless agreed otherwise. Progress towards this will be reflected in your personal objectives. This will be a part time role which requires approximately 50% of your time per month.

You should make sure that you have appropriate knowledge management arrangements in place and could manage an orderly handover to a new SRO if required. Changes to the SRO position are subject to IPA approval.

Objectives and Performance Criteria

The strategic objectives of the Youth Investment Fund are:

- Build/preserve youth facilities that are fit for purpose
- Develop environmentally sustainable youth facilities
- Drive improvements in youth sector capability
- Improve access, participation and short-term wellbeing of young people
- Improve the evidence base for the youth sector

The vision of the fund is:

- High-quality youth services, and positive activities for young people, will be available in areas of high need throughout England.

Proposed changes to the vision and objectives which impact on the benefits realisation must be authorised by the Permanent Secretary/Accounting Officer and may be subject to ministerial approval.

Your personal objectives and performance criteria are to deliver the Youth Investment Fund in line with the strategic objectives agreed by the DCMS Secretary of State set out above and further described in the Business Case.

As SRO, you are expected to run your programme in accordance with the [Government Functional Standard for Project Delivery](#). Further details on your role and responsibilities as SRO are set out in Annex 1 below and IPA guidance on [the role of the senior responsible owner](#), you are expected to follow that guidance, and other IPA guidance on the management of major projects.

Extent and limit of accountability

(1) Finance and Controls

HMT spending controls will apply on the basis set out within your department's delegated authority letter. Where the programme exceeds the delegated authority set by HMT, the Treasury Approval Point process will apply and the details of each approval process must be agreed with your HMT spending team. You should consult departmental finance colleagues on how to go about this.

You should also note that where expenditure is considered novel, contentious, repercussive or likely to result in costs to other parts of the public sector, HMT approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HMT. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HMT spending team.

The overall budget for the programme was announced by the Chancellor at the Spending Review in 2021 as £368 Million. To release the funds you will be required to produce business cases for DCMS Finance Committee and HMT as appropriate. You are responsible for the funding allocated to the Independent Grant Maker and DCMS held funds.

The deliverability of the Youth Investment Fund is subject to the required resource availability and this will be subject to possible impact from inflation, and supply chain disruption, on DCMS and the YIF Programme. In the event of any such disruption, the deliverables, required funding values and profiles may all be subject to some variation

You should operate at all times within the rules set out in [Managing Public Money](#). In addition, you must be mindful of, and act in accordance with, the specific Treasury delegated limits and Cabinet Office controls relevant to the Youth Investment Fund. Information on these controls can be found here: [Cabinet Office controls](#)

(2) Delegated departmental/project authority

- You are authorised to approve expenditure each year in accordance with the profile agreed with HMT and the DCMS Director of Finance.
- You are also responsible for recommending to the Permanent Secretary the need to either pause or terminate the programme where necessary and in a timely manner.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Permanent Secretary.

Governance

The programme detailed in this letter is part of the DCMS major projects portfolio and will have oversight from the Major Programmes Committee (MPC). MPC is responsible for regular oversight on a quarterly basis of the department's major programmes and ensuring there is the appropriate operating environment for delivery.

Assurance

You will be required to produce an Assurance and Approvals Plan (IAAP) that includes internal and external assurance reviews which are an essential part of successful project delivery. Further advice and support on assuring your project is available through the DCMS Major Projects Portfolio Office.

Professional Development

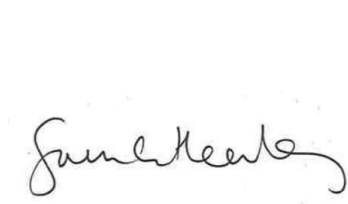
As SRO of a GMPP project, you are required to complete the MPLA, and you have agreed to enrol on a cohort in the near future.

To widen experience and understanding of the role, SROs are expected to become accredited Major Project reviewers and to lead or participate in such reviews for other Government departments, the wider public sector or other areas of DCMS as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.


If you need additional support or training, please contact project-delivery@dcms.gov.uk in the first instance.

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

Yours sincerely,



Permanent Secretary DCMS



Nick Smallwood
Chief Executive Officer IPA

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

Name of SRO: Becky Morrison and Hannak Malik



Annex 1 - SRO Role and Responsibilities

The Role of the Senior Responsible Owner (SRO)

You are personally accountable for ensuring the ongoing delivery of the Youth Investment Fund. You are responsible for securing the resources necessary for the success of the project and for ensuring that the related implementation and transition activities realise the agreed objectives and benefits. You will be personally accountable to Parliamentary Select Committees and be expected to explain the decisions and actions you have taken. This could include where a Minister has intervened to change the project during the implementation phase in a way which has implications for the cost and/or timeline of implementation. You will be able to disclose your advice about any such changes.

You must ensure the effectiveness of the governance, assurance and project management arrangements and maintain them 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 Cabinet Office relating to Major Project governance, assurance and control.

An SRO will:

- Be a visible, engaged and active project leader, not a figurehead;
- Deliver the agreed outcomes and benefits;
- Create an open, honest and positive culture committed to delivering at pace;
- Challenge senior officers and Ministers when appropriate and escalate quickly;
- Provide appropriate support, steer and strategic focus to the Project Director and ensure that they have a clear and current letter of appointment; and
- Have sufficient time, experience and the right skills to carry the full responsibilities of the role.

Specific SRO accountabilities:

Ensure that the project is set up for success

- Ensure that the project is set-up to make an unambiguous and demonstrable link to strategic policy;
- Translate this policy intent into clear deliverables which are established and agreed with senior stakeholders;
- Carry out a robust and commercially viable options appraisal, which balances risk with opportunity, as part of initial project feasibility;
- Establish a firm business case for the project during the initiation/definition phase and ensure that any planned change continues to be aligned with the business;
- Identify and secure the necessary investment for the business case (this includes both budget and operational resource);
- Design and implement robust, appropriate and transparent project governance;
- Build strong and effective relationships with key stakeholders, justifying their trust and retaining their confidence, and obtain their commitment to benefits realisation.

Ensure that the project meets its objectives and delivers the projected benefits

- Gain agreement to the project objectives and benefits amongst stakeholders, including Ministers where appropriate;
- Understand the broader government perspective and its impact on the project; and
- Ensure the strategic fit of the project objectives and benefits; Agree a clear and simple approach to performance management and monitor delivery of the objectives and benefits, taking appropriate action where necessary to ensure their successful delivery.

Develop the project organisation structure and plan

- Ensure that there is a coherent organisation structure and appropriately detailed project plan;
- Build the right team, securing necessary resources and skills and providing clear lines of accountability;
- Provide appropriate support, steer and strategic focus to the Project Director.

Monitor and take control of progress

- Monitor and control the progress of the project at a strategic level, being honest and frank about project progress, risks and issues;
- Ensure that any changes to agreed project benefits are flagged appropriately within project governance and that the business case is updated accordingly (throughout project life-cycle);
- Ensure that the integrity of the project is maintained and speak truth to power – including to Parliamentary Select Committees;
- Communicate effectively with senior stakeholders regarding project progress and provide clear, appropriate and delivery-focused decisions and advice to the Project Director.

Ensure problem resolution and referral processes are appropriate and effective

- Identify, understand and drive the successful mitigation of project risks;
- Escalate serious issues quickly and with confidence to senior management and/or Ministers;
- Develop strong and effective engagement between the project team and its stakeholders and sponsors;
- Ensure that communication processes are effective and that the project's objectives and deliverables continue to be consistent with the organisation's strategic direction.

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

- Recognise the value of robust project review and ensure it occurs at key points in the project lifecycle, particularly at the pre-initiation (feasibility) and initiation stages;
- Make certain that any recommendations or concerns from reviews are met or addressed in a timely manner;
- In the event of a "red" or "amber-red" review or a red or amber-red quarterly GMPP review rating, ensure that the Permanent Secretary has been made aware of the situation and has been briefed accordingly.

Manage formal project closure

- Formally close the project or programme and ensure that the lessons learned are documented within the final evaluation report and disseminated to key stakeholders;
- Ensure that the post implementation review takes place and that the output is communicated to the appropriate stakeholders;
- Ensure a plan for both long term benefits realisation and on-going sustainability is agreed with key stakeholders as part of the process of moving the project to "business as usual" .