

To: Becky Morrison
Senior Responsible Owner (SRO) Youth Investment Fund

Date: 02/04/2025

From: Susannah Storey Permanent Secretary
and Nick Smallwood, Chief Executive, IPA

Subject: (Updated) 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 Stephanie Peacock, Minister for Sport, Media, Civil Society and Youth. 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

Tenure of position / executing your SRO role

You are required to undertake this role until 31 March 2026 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 to:

- 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 is £315 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 Youth

Investment Fund 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 Delivery and Risk Committee (DRC). DRC 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 maintain an Integrated 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 Project Delivery Centre of Excellence.

Professional Development

As required of an SRO of a Government Major Projects Portfolio (GMPP) project, you have completed the Major Projects Leadership Academy (MPLA).

To widen experience and understanding of the role, SROs are expected to become accredited Major Project assurance 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.

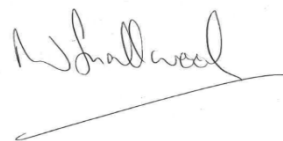
If you need additional support or training, please contact project-delivery@dcms.gov.uk in the first instance.

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

Yours sincerely,



SUSANNAH STOREY



NICK SMALLWOOD

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the **Youth Investment Fund**, including my personal accountability for implementation, as set out in the letter above.

A handwritten signature in black ink, appearing to be 'BM' followed by a long horizontal stroke.

Becky Morrison

02/04/2025