



Department for Digital, Culture, Media & Sport

To: **Jamie Williams, Senior Responsible Owner for the Youth Investment Fund**

From: **Susannah Storey CB, DCMS Permanent Secretary**

3rd July 2026

Dear Jamie

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE YOUTH INVESTMENT FUND

I am writing to confirm your appointment as Senior Responsible Owner (SRO) of the Youth Investment Fund within England with effect from 23rd March 2026. This letter sets out your responsibilities and the support you can expect from your department.

As SRO, you are directly accountable to The DCMS Permanent Secretary and to Ministers, as set out in the Civil Service Code.

You have personal responsibility for the delivery of the Youth Investment Fund and will be held accountable for the delivery of its objectives, policy intent and outcomes. This encompasses securing and protecting its vision, ensuring that it is governed responsibly, reported on honestly, escalated appropriately and for influencing the context, culture, and operating environment of the programme. You are also responsible for ensuring the ongoing viability of the Youth Investment Fund and recommending its pause or termination if appropriate. Where issues arise which you are unable to resolve, you are responsible for escalating these to the DCMS Performance and Delivery and Committee.

In addition to your internal accountabilities, SROs for DMP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, from the date of this letter, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the Programme.

Information on the roles and responsibilities of the SRO are detailed in Government programme Delivery's guidance on [the role of the senior responsible owner](#),

You are expected to run your programme in accordance with the [Government Functional Standard for programme Delivery](#), and the requirements of [other functional standards](#) as required, which is mandated for government departments and arm's length bodies to follow. You should also make yourself familiar with [The Teal Book](#), Government programme Delivery's code of practice for programme delivery, and any further guidance and requirements set by the Civil Society and Youth's own portfolio office and Programme Delivery CoE.

Time commitment and tenure

This role will require at least 25% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until achievement of programme close, planned for 31st March 2027. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require departmental consent.

Objectives and performance criteria

YIF formed part of the previous Conservative government's National Youth Guarantee and was established to achieve the following legacy policy objectives:

- **Levelling Up:** In February 2022, the previous government published its "Levelling up the United Kingdom" White Paper which sets out the framework for system reform and a commitment to supporting young people that reflects the needs of local places that tackle local challenges. It is recognised that there is a regional disparity of facilities, resulting in twice as many buildings purpose-built for, or dedicated to, young people in affluent areas. This shows the need for the fund to be targeted at those most disadvantaged in England.
- **Benefits of Youth Services:** There are many pressures on young people, in particular those from disadvantaged groups and 'left-behind' areas, and in the wake of the Covid-19 pandemic. Pressures include mental health, loneliness and employment opportunities. Benefits of youth services, including:
 - Reduction of crime, anti-social behaviour and serious youth violence.
 - The positive impact in the short-term and long-term on mental wellbeing.

* Youth Review: Summary findings and government response - GOV.UK.

- **Net Zero:** To provide facilities to a range of youth organisations that are sustainable, using modern MMC wherever viable, that align to government's net zero targets, and support local redevelopment projects that expand youth service provision. Through grant agreements, the IGM will encourage grantees to use sustainable building methods and deliver low energy usage solutions in their design. This is directly aligned to the government's carbon neutral policy published in 'Net Zero Strategy: Build Back Green

The strategic objectives of the Youth Investment Fund, which remain through to programme closure, 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.

You will seek to ensure that the delivery of the programme also reflects the current context of wider youth service strategy and delivery. However, any 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.

Your personal objectives and performance criteria which relate to the programme 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.

Extent and limit of accountability

Finance and Controls

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

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

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 HM Treasury delegated limits and Cabinet Office controls relevant to the programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- 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.

These authority limits are subject to change and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within.

Appointments

You should appoint a full time programme director to support you in the management of this programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your programme continues until its closure.

As primary owner, you must ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of an agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

You should ensure that an accounting officer assessment is completed alongside the approval of the Outline Business Case. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer assessment to be completed.

You are responsible for providing assurance to the DCMS Accounting Officer and relevant oversight bodies that the Environmental Principles Policy Statement legal duty has been considered by ministers in policy decisions underpinning the programme.

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and programme directors in adjacent programmes and programmes and with the Youth Delivery Portfolio Board portfolio management office and portfolio director to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator within the Programme Delivery Centre of Excellence.

Programme status, reporting and transparency requirements

The programme status at the date of your appointment is reflected in the most recent quarterly return on the programme to the National Infrastructure and Service Transformation Authority and is the agreed position as you assume formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the programme to the National Infrastructure and Service Transformation Authority and for providing reports and information to the DCMS portfolio management office as required.

You are also responsible for registering all planned, live and completed evaluations on the Government Evaluation Registry. [Guidance on using the evaluation registry](#) is available on GOV.UK.]

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

Yours sincerely

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

Susannah Storey CB

Permanent Secretary, Department for Digital,
Culture, Media & Sport

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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

A handwritten signature in black ink, appearing to be 'JW' inside an oval shape.

JAMIE WILLIAMS

3 July, 2026

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