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To: **Natalie Jones**, Senior Responsible Owner for the **GOV.UK Verify Programme**

From: Alex Chisholm, Permanent Secretary of Cabinet Office;

Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority

01/09/21

Dear **Natalie Jones**,

#### APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE **GOV.UK Verify Programme**

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the **GOV.UK Verify Programme** with effect from **1 September 2021**. This letter sets out your responsibilities and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to Tom Read, under the oversight of the Permanent Secretary as accounting officer for the Cabinet Office, and **Jacob Rees-Mogg, Minister for Brexit Opportunities and Government Efficiency**.

Your **programme** forms part of the Cabinet Office portfolio, under the oversight of the Chair of the **Cabinet Office Portfolio Office (COPO)** and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the retirement of the **Verify Programme** and will be held accountable for the delivery of its objectives, with policy intent and outcomes expected. 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 **programme** 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 **Verify Programme Board**.

You remain accountable to Ministers, as set out in the Civil Service Code, and should deliver the project in accordance with the objectives and policy intent as set by Ministers.

In addition to your internal accountabilities, SROs for GMPP 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 **Verify Programme**.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by COPO and IPA Professions Team.

## **Time commitment and tenure**

This role will require at least 20% of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until the retirement of Verify is achieved by the end of April 2022. 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 both departmental and Infrastructure & Projects Authority consent.

## **Objectives and performance criteria**

The policy intent supported by this **programme** is to off board connected services either to alternative internal services or where no alternative is available to the new cross government digital identity verification service being developed.

Any proposed changes to scope which impacts on this intent or the realisation of benefits must be authorised by the **Verify Programme Board** and may be subject to further levels of approval.

The vision of the **programme** is to provide a digital identity service until services are migrated to new services. Verify will provide sign ups in line with GBG45 standards until April 2022, and sign ins until April 2023 when all services will have been migrated to alternatives and take the lessons learnt from Verify into the new SSO being developed during the next SR period.

Your personal objectives and performance criteria which relate to the **programme** are:

- Lead the development of the programme through its various stages
- Deliver the strategic vision, aims and objectives of the programme
- Manage the financial costs within the agreed and available budget
- Ensure the organisation has the resources required to deliver the programme
- Provide the programme with leadership, direction and decisions

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to this **programme** and the requirements of the Government Project Delivery Framework.

## 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.

The overall estimated budget, resourcing requirements and tolerances for your project/programme will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting.

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 Verify Programme. Information on these controls can be found here: [Cabinet Office controls](#).

### Delegated authority

#### **You are authorised to:**

- **approve expenditure of £4.1m overall; up to £500k at a time;**
- **agree project rescheduling within the period of 1 September to April 2023 of agreed milestones, but rescheduling beyond that must be agreed with Tom Read and the Verify Programme Board and the Ministerial Oversight Group ; and**
- **recommend to Tom Read and the Verify Programme Board the need to either pause or terminate the programme where necessary and in a timely manner.**

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.

Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the Programme Board, COPO and the Cabinet Office Approvals Board.

## Governance and assurance

You should pay attention to ensuring effective governance for your **programme**, including the establishment of a **programme** board with appropriate membership and clear terms of reference.

As primary owner, you must ensure that the **programme** secures business case approval from COAB and HMT. You should also 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 and that this is published on GOV.UK as part of the government's transparency requirements on major projects. 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 and published. [Guidance on completing accounting officer assessments](#) for major projects is available from HM Treasury.

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 project directors in adjacent projects and programmes, with COPO 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 and the Infrastructure and Projects Authority.

## **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 Infrastructure and Projects 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 Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to COPO as required. In future, reporting should include carbon measurement, and other sustainable development goals in accordance with evolving government policy and standards. Information on the **programme** will be published annually by the Infrastructure and Projects Authority.

You are responsible for publishing on GOV.UK a summary of the accounting office assessment completed in line with the approval of the Outline Business Case and summaries of any subsequent assessments should they be required.

## **Development and support**

As SRO of a GMPP **programme**, you are required to complete the MPLA, and you have agreed to enrol on a cohort in the near future. The Cabinet Office Head of Profession can provide further information on the application process.

To widen experience and understanding of the role, SROs are also expected to become accredited assurance reviewers and to lead or participate in such reviews for other government departments, the wider public sector, and other areas of the Cabinet Office as appropriate. Becoming an assurance reviewer and completing a review will form part of your time at the MPLA. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.


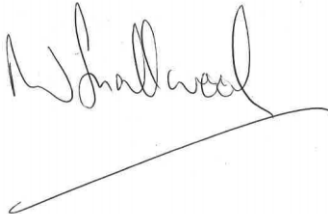
The department will assist you in securing the necessary resources to support the **programme**, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Project Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Projects Authority will be available to you for support, advice, and assurance throughout the **programme's** time on the GMPP.

Following approval of the business case and entry onto the Cabinet Office portfolio, COPO will provide ongoing oversight and support and will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery.

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

Yours sincerely,

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| <br><br>Alex Chisholm<br><br>Permanent Secretary<br>Cabinet Office | <br><br>Nick Smallwood<br><br>Chief Executive<br>Infrastructure and Projects<br>Authority |
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### CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

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



**Natalie Jones**  
**GOV.UK Verify Programme**

[01/12/2021]

***Notes for completion of the SRO letter (delete them once the letter is ready to go to the IPA)***

1. *You are encouraged to let COPO and your IPA POC know that you are planning this letter. They can help you.*
2. *Please follow this template letter. If you feel you need to deviate, please let COPO and your IPA POC know and explain why in your covering email to the IPA and copy COPO.*
3. *In your covering email to the IPA please say how you came to select the SRO candidate (SRO tool, competitive competition etc.) **and highlight whether the SRO postholder is an interim; if the SRO is in post for four months or beyond.***
4. **Please note:** *the main thing to note is the increased minimum SRO time allocation which should now be 50%.*
5. *You must include a CV with your email.*
6. *The IPA does not select SROs, but will check the letter for the following:*
  - *Vision, objectives and performance.*
  - *Chain of Accountability.*
  - *Time commitment and tenure.*
  - *Development and support. (MPLA etc)*
  - *Status reporting and transparency. (Net Zero, infrastructure programme reporting) ● CV and suitability.*

If you need further assistance with your SRO letter please contact the Cabinet Office Portfolio Office (COPO); [portfoliooffice@cabinetoffice.gov.uk](mailto:portfoliooffice@cabinetoffice.gov.uk)