



HM Government

To: **Natalie Jones**, Senior Responsible Owner for the **GOV.UK One Login for Government Programme**

From: **Sarah Munby**, Permanent Secretary of **Department for Science, Innovation and Technology**; and **Karina Singh**, Director, Function, Insight & Professions, **National Infrastructure & Service Transformation Authority**

19 June 2025

Dear Natalie Jones,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE GOV.UK One Login for Government Programme

We are writing to confirm your continued appointment as Senior Responsible Owner (SRO) of the **GOV.UK One Login for Government Programme** with effect from **1 September 2021**. This letter has been updated due to the continuation of the programme on the GMPP for an additional 3 years from 1st April 2025 and sets out your responsibilities and the support you can expect from your department and the National Infrastructure & Service Transformation Authority.

As SRO for One Login, within the GDS Product Group, **you are under the oversight of the Permanent Secretary as accounting officer for the Department for Science, Innovation and Technology, and the responsible ministers**. SROs for GMPP programmes are personally accountable to Parliamentary Select Committees.

Your **programme** forms part of the **Department for Science, Innovation and Technology portfolio**, and is included in the Government Major Projects Portfolio (GMPP).

You have personal responsibility for the delivery of the **GOV.UK One Login for Government Programme** 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 **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 One Login for Government 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 **GOV.UK One Login for Government**.

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 Government Project Delivery's guidance on [the role of the senior responsible owner](#),

You are expected to run your project/programme in accordance with the [Government Functional Standard for Project 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 Project Delivery's code of practice for project delivery, and any further guidance and requirements set by **DSIT Portfolio Office**.

Time commitment and tenure

This role will require at least 80% 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 **implementation of a single, simple and secure way for users to sign on and, where necessary, prove their identity to access all central government services, which is expected to take until 31 March 2028**. 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 National Infrastructure & Service Transformation Authority consent.

Objectives and performance criteria

- Your personal objectives and performance criteria which relate to the **GOV.UK One Login for Government** 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**
- **Chair the Programme Board and ensure the programme aligns with wider GDS and DSIT governance**

GOV.UK One Login provides a single way for users to create an account, log in, and prove their identity to access all central government services. It replaces the previous landscape of siloed and duplicative sign-in and identity-proofing methods, providing one 'front door' for connected services that will continue to be operated by departments. This consolidation addresses inefficiencies caused by the fragmented system of

190 individual accounts accessed via 44 different sign-in methods, which created a suboptimal user experience and increased costs and associated security concerns.

Private sector providers lack the incentive or capacity to deliver an integrated solution that aligns with the specific needs of the government, particularly in terms of inclusion, resilience, and fraud prevention. This makes government intervention essential. By removing duplication, replacing legacy systems, and reducing fraud, One Login also delivers significant savings for the government.

The next phase of the programme:

Three years in, GOV.UK One Login is now the market leading account and identity verification solution for government, offering best-in-class performance against key metrics of inclusion, success rates, and fraud prevention. It is transforming the interaction of the citizen and state by providing a single verifiable access point, replacing the plethora of different ways to sign-in currently needed to access public services and providing the foundations of efficient data sharing across public sector organisations. The efficiency benefits for citizens and government increase as more services are brought on board.

The programme sits within the context of both the Blueprint for Modern Digital Government (DSIT) and the Public Service Reform Framework (Cabinet Office) and complies with GDS' digital assurance and spend controls processes.

By the end of this phase, all central government services will be fully onboarded, ensuring that One Login is the default authentication solution across government. In parallel, we will establish and embed the necessary security, fraud prevention, product enhancements, and customer support frameworks to provide a stable, scalable, and resilient service.

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 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 **GOV.UK One Login for Government**. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

The full year budget for 2025/26 is £115m. The ongoing SR 25 work will identify the future budget for this programme.

You are authorised to:

- approve expenditure each year in accordance with the profile agreed with HMT and the DSIT Director of Finance and as set out in your separate financial delegation letter;
- recommend to the Permanent Secretary 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 **GOV.UK One Login for Government Programme Board, DSIT Portfolio Office and, where necessary, DSIT ExCo.**

Appointments

You have a full time **programme** director in post 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 continue to pay attention to ensuring effective governance for your **programme**, including, continuing to chair the established **programme** board with appropriate membership and clear terms of reference.

As primary owner, you must continue to ensure that the **programme** secures business case approval from **DSIT Investment Committee, DSIT Commercial Assurance Board 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. Further, you should also escalate significant delays in the delivery of the Business Case to the DSIT Investment Committee. Your programme may be subject to additional scrutiny by the PAC and NAO.

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.

An accounting officer assessment was completed alongside the approval of the Outline Business Case and 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 and with the **DSIT** 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 and the National Infrastructure & Service Transformation 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 National Infrastructure & 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 & Service Transformation Authority while it remains on the GMPP and for providing reports and information to the **DSIT** portfolio management office as required. Reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the project contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the **programme** will be published annually by the National Infrastructure & Service Transformation 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. 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.

Development and support

As a graduate of the Major Projects Leadership Academy, you are expected to maintain your continuing professional development as a project leader, including your status as an accredited assurance reviewer. 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 National Infrastructure & Service Transformation Authority will be available to you for support, advice, and assurance throughout the **programme** time on the GMPP.

Following approval of the business case and entry onto the **DSIT Portfolio**, **DSIT** 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,



Sarah Munby

Permanent Secretary
Department for Science, Innovation and
Technology,



Karina Singh

Director, Function, Insight & Professions
National Infrastructure & Service Transformation
Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the continued appointment of Senior Responsible Owner for the **GOV.UK One Login for Government Programme**, including my personal accountability for implementation, as set out in the letter above.



Natalie Jones

19/06/2025