



To: **Gerri Clement MBE**, Senior Responsible Owner for the CS Jobs ATS Transformation Programme

From: Catherine Little CB, Civil Service Chief Operating Officer and Cabinet Office Permanent Secretary,
Nick Smallwood Chief Executive Officer of the Infrastructure and Programmes Authority

01 August 2024

Dear Gerri,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE CS JOBS ATS TRANSFORMATION PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the CS Jobs ATS Transformation Programme with effect from 1 July, 2024. 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 the Chief Operating Officer, under the oversight of the Permanent Secretary and Accounting Officer for Cabinet Office, and Rt Hon Pat McFadden MP, Chancellor of the Duchy of Lancaster.

Your CS Jobs ATS Transformation Programme forms part of the Cabinet Office Portfolio, under the oversight of the Chair of the Cabinet Office Portfolio Office and is included in the Government Major Programmes Portfolio (GMPP).

You have personal responsibility for the delivery of CS Jobs ATS Transformation 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 CS Jobs ATS Transformation Programme. You are also responsible for ensuring the ongoing viability of the CS Jobs ATS Transformation 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 Cabinet Office Investment Committee (COIC).

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

In addition to your internal accountabilities, SROs for GMPP programmes 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 CS Jobs ATS Transformation 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 Programme Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Programme](#)

[Delivery](#), the requirements of the Government Programme Delivery Framework, and the guidance and requirements for programme delivery as set by Cabinet Office Portfolio Office and IPA Professions Team.

Time commitment and tenure

This role will require **at least 60%** of your time to enable effective delivery of the role and execute your responsibilities in full.

You are required to undertake this role until programme closure. 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 & Programmes Authority consent.

Objectives and performance criteria

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

The vision of the programme is to “deliver a consistent, effective and efficient recruitment service which helps reduce operational recruitment time, cost and effort; enabling the recruitment of the right people with the right skill sets into the Civil Service” and its objectives are to deliver:

- A central recruitment service that drives Value for Money recruitment across HMG • A user experience that enhances perception and reputation of A Modern Civil Service • A More efficient recruitment services modernise the operation of government (Declaration on Government Reform)
- A continually-improving central recruitment service frees resources to focus on higher-value activities
- Data that enables better decision making to ensure ‘the right people are working in the right places’ (Declaration on Government Reform)
- Ensuring the timely approvals to the Full Business Case to support initiation and delivery of the programme
- Ensuring the timely delivery of technology, training and communications to implement a transformed central recruitment service for the civil service

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

- ensuring successful delivery of the programme with the timely appointment of the supplier and delivery of technology, training and communications to implement a transformed central recruitment service fit for purpose
- ensuring responsible governance and transparent progress reporting, and influencing constructively the context, culture and environment within which the programme operates

You are expected to run your programme in accordance with the Government Functional Standard for Programme Delivery, the other Functional Standards as applicable to this programme and the requirements of the Government Programme 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 programme/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 programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

You are authorised to:

- **Approve expenditure of £41.6m**
- **Agree programme rescheduling within 6 months tolerance period of agreed milestones, but rescheduling beyond that must be agreed with Investment Committee; and**
- **Recommend to the Chief Operating Officer and the Investment committee 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 Chief Operating Officer and the Investment Committee.

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, 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 CO Investment Committee 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 programmes. 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 programmes 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 programme directors in adjacent programmes and programmes and with the Cabinet Office 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 Infrastructure and Programmes 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 Programmes 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 Programmes Authority while it remains on the GMPP and for providing reports and information to the Cabinet Office Portfolio Office as required. Reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the programme contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the programme will be published annually by the Infrastructure and Programmes 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 Major Programmes Leadership Academy, and it is noted that you completed this requirement in 2022.

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 Major Programmes Leadership Academy. To maintain your accreditation, you will be required to participate in a review at least once every 12 months.

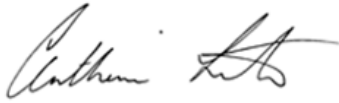
The department will assist you in securing the necessary resources to support the programme, and will set clear guidance, requirements and standards, which align to the [Government Functional Standard on Programme Delivery](#), to enable good governance and effective delivery. You will be part of the department's cohort of major programme 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 programme delivery to discuss the maintenance and development of your delivery and leadership skills.

The Infrastructure and Programmes 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, the Cabinet Office Portfolio Office 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.

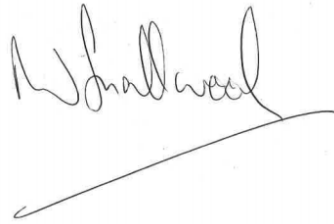
We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



Catherine Little CB

Civil Service Chief Operating Officer and
Cabinet Office Permanent Secretary

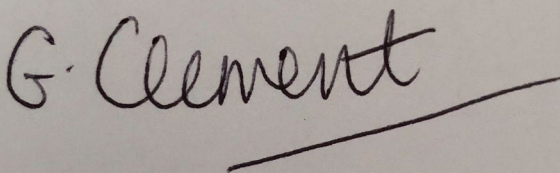


Nick Smallwood

Chief Executive
Infrastructure and Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the CS Jobs ATS Transformation Programme, including my personal accountability for implementation, as set out in the letter above.



Gerri Clement MBE

1 August 2024
Deputy Director of Recruitment