



## CABINET OFFICE

Catherine Little CB  
Civil Service Chief Operating Officer  
& Cabinet Office Permanent Secretary

Tuesday 11 November 2025

Sir Geoffrey Clifton Brown MP  
Chair  
Public Accounts Committee

Dear Sir Geoffrey,

I am writing to follow up my letter of 3 November 2025.

One of the recommendations that the Committee made in the report was for the Cabinet Office to write to you immediately in the event that a go/no go decision was made regarding commencement of the pension scheme operational services with Capita from MyCSP.

I have now concluded the due diligence and detailed transition risk assessment for service transition and I have also met with the Capita Chief Executive and his team to discuss Capita's overall preparedness for 'go live' on 1 December 2025. I am writing today to inform the Committee that Capita has provided the assurances I required in addition to our own detailed assessment of risks to inform our decision making.

As such I can confirm that the Cabinet Office has made the decision to approve the transfer of operational services of the Civil Service Pension Scheme to Capita on the 1 December 2025. I am satisfied that Capita has taken measures to mitigate risks across the four key remaining transition areas since I last updated you: payroll, security, testing and disaster recovery. The increased automation of pension calculations along with the adoption of AI will ensure that members and other service users should see improvement to services over time.

In making this decision I have taken onboard the feedback and concerns of the Committee, set out during the hearing in July and your recently published report, as well as the views of members and other key stakeholders. We will provide a formal response through the usual Treasury Minute to the recommendations set out in your report.

One of the key areas of concern that the Committee identified was resourcing and I would like to provide further assurance that this position has improved since the hearing in July. Capita has

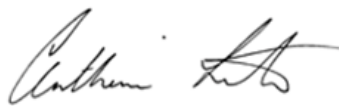
completed the TUPE consultation with current MyCSP colleagues of whom around 360 will now TUPE to Capita on 1 December. Capita plans to further increase the overall staffing levels, recruiting an additional 196 people to support operations from day one.

During a separate Public Account Committee on 20 October, I provided an update on the recognition of trade unions in government contracts. I can confirm that Capita have had extensive engagement with the PCS trade union with regards to formal recognition. Capita had already agreed to recognise PCS for this contract and we are confident that an agreed recognition framework will be in place by 1 December 2025.

This remains a complex and large scale programme with significant work to be completed ahead of 1 December. Whilst I am satisfied that the most significant of transition risks have been adequately addressed, I am alive to the risks that inherently remain in transitioning a service of this scale and complexity. My priority is to minimise service disruption and to ensure that we benefit as quickly as possible from increased resources and automated service provision in future. The Cabinet Office will continue to work with Capita and hold them to delivery of service improvements and the increased expectations we have for this contract.

I would be willing to provide you or the Committee with further details if helpful in a separate verbal briefing.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Catherine Little', with a stylized flourish at the end.

**Catherine Little CB**

Civil Service Chief Operating Officer and Cabinet Office Permanent Secretary