



**People, Pay
and Pensions
Agency**

Annual Report and Accounts 2009 - 2010



MINISTRY OF DEFENCE

An Agency of the Ministry of Defence

Annual Report and Accounts



**People, Pay
and Pensions
Agency**

Presented to the House of Commons pursuant to Section 7(2) of the Government Resources and Accounts Act 2000

Ordered by the House of Commons to be printed 20th July 2010

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ISBN: 9780102968217

Printed in the UK for The Stationery Office Limited
on behalf of the Controller of Her Majesty's Stationery Office

ID P002378010 07/10

Printed on paper containing 75% recycled fibre content minimum.

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Statement by the Chief Executive



I was delighted to be appointed Chief Executive of the agency last October and take pleasure in presenting the following report and accounts that set out the agency's achievements for the year 2009/10.

In my first 6 months I have been really impressed by the strong foundations for the business established by my predecessors and by the professionalism and talent that is exhibited by staff across the organisation. The agency has achieved all the Key Targets set by Ministers and our owner and has some notable achievements to its credit, such as the roll-out of the new People Services Channel across the whole of the MOD and the launch of the new PPPA Customer Charter, both of which demonstrate the agency's commitment to maintaining best practice in the delivery of its services. We were also successful in our bid for MOD to be the lead Department in the development of a pan-Government e.resourcing service that is due to go live during 2010/11.

At the end of the year, our Approved Pensions Awarding Centre (APAC) was transferred to a new organisation, MyCSP, as part of a Cabinet Office review and restructuring of the way in which Civil Service pension services are delivered. I would like to take this opportunity to thank the staff of the APAC for their dedicated and valuable service to the agency and MOD over many years and to wish them well in their new organisation.

Looking to the future I am all too aware of the difficult challenges facing the Agency. Given the current financial climate and its likely effect on Government spending, the Agency's ability to deliver crucial services with significantly reduced resources will be a real test of our innovation and adaptability. We are also likely to face the need to respond to changes in our structure, operating remit and possibly ownership as public sector efficiency pressures drive convergence of shared service functions across Government; an example of which is the Next Generation HR initiative. But I am confident our skilled people and our track record of effective and efficient delivery will stand us in good stead as we address these challenges. Throughout what promises to be an eventful year we will maintain our focus on our customers and their requirements and look to play a pro-active and positive part in the evolution of shared services within MOD and across the wider public sector.

A handwritten signature in black ink, appearing to read 'Mark Hutchinson'.

Mark Hutchinson
Chief Executive
People, Pay and Pensions Agency

Governance Structure

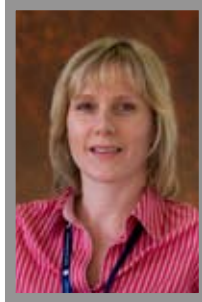
The plans and strategic direction of the People, Pay and Pensions Agency are managed by a board consisting of the Chief Executive and his heads. The primary role of the board is the identification and setting of the PPPA's key business and performance targets through the Corporate Planning process, assessment of the risks to achievement of those targets and the regular monitoring of performance targets against them. The appointment of the Agency Chief Executive is governed by the processes set out in the Civil Service Management Code. No member of the Management Board holds any directorship or has any other significant interests which may conflict with their management responsibilities.



Mark Hutchinson,
Chief Executive



Dave Wealthall
Head of Systems and
Projects



Sam Hill
Head of Performance and
Finance



Caroline Ruming
Head of Customer
Services



Margaret Savage
Non-Executive Director

Mark Hutchinson

Chief Executive is responsible for the management of the Agency and accountable to the Owner, Director General HR and Corporate Services.

Dave Wealthall

Head of Systems and Projects is responsible for the leadership and management of business operations. This includes ensuring the Agency makes best use of processes, systems and infrastructure to support the business and providing effective management information to report performance against corporate targets and the Service Level Agreement. Other responsibilities include the delivery of the Agency's four year Maturity Programme.

Sam Hill

Head of Performance and Finance provides a range of corporate activities including financial and budget management, strategic HR, corporate planning, risk and business continuity, internal communications and management of the Agency DII/F Information Hub. Other responsibilities include ensuring the Agency meets external standards such as ISO and Customer Service Excellence accreditation.

Caroline Ruming

Head of Customer Service is responsible for customer facing operations and the delivery of services in accordance with the Service Level Agreement. This includes a People Services Centre that provides a first point of contact for all customers, specialist business and support offices and management of the customer relationship. Other responsibilities include liaising and communicating directly with MOD policy leads, customers and repayment customer to ensure they are informed of PPPA services and the effective resolution of customer issues and complaints.

Margaret Savage

The Non-Executive Director is responsible for providing independent advice and assurance to the Management Board. The Non-Executive Director also chairs the PPPA Audit committee.

PPPA Key Targets 2009/10

Results – Delivering Services

Key Target 1: Reduce unit costs of our services - Achieved

Description:

Achieve agreed unit cost targets for salary payments; expenses payments; pension awards; internal posting; external recruitment; manpower substitution; promotion assessments. These targets reflect financial savings which are expected to arise from efficiency gains.

Status: The overall key target was deemed to have been achieved as no more than 25% of the measures (2) were Amber and none were Red on average over the year.

Summary of Performance:

Six of the targets exceeding 08/09 performance. Ability to achieve the External Recruitment unit cost was not possible as the number of applicants for each post advertised significantly exceeded the number anticipated in the SLA. There was also a requirement for additional temporary staff and a recruitment ban which impacted on the overall figure achieved.

Performance statistics:

Key Target 1	Target	Actual	Comments		Trend
Salary Payment	£8.42	£8.25	Achieved	↑	Reduced (achieved £8.31 08/09)
Expenses Payment	£1.39	£0.97	Achieved	↑	Reduced (achieved £1.31% 08/09)
Pension Award	£79.20	£73.88	Achieved	↑	Reduced (achieved £80.21% 08/09)
Internal Posting	£364.50	£334.70	Achieved	↑	Reduced (achieved £348.76 08/09)
External Recruitment	£767.20	Target invalidated due to volumes exceeding the agreed SLA levels			
Manpower Substitution	£118.80	£117.48	Achieved	↑	Increased (achieved £82.90 08/09)
Successful Band B candidate	£11,385	£11,249	Achieved	↑	Increased (achieved £11,498 08/09)
Working Patterns & Leavers Service	£13.37	£12.77	Achieved	↑	Reduced (achieved £11.06 08/09)

PPPA Key Targets 2009/10

Results – Delivering Services

Key Target 2: Deliver our agreed Service Level Agreement standards for timeliness and accuracy - Achieved

Description:

Achieve Key Performance Indicators for timeliness and accuracy, set out in the Agency's Service Level Agreement. The indicators cover salary payments, expense payments, pensions, HR transactions and advice.

Status: The overall key target was deemed to have been achieved as no more than 25% of the measures (2) were Amber and none were Red on average over the year.

Summary of Performance:

Performance on Key Target 2 has significantly improved compared to last years figures especially as overall the target was not achieved in 08/09. Seven of the eight measures that make up Key Target 2 have met or exceeded the end of year target the volume of position change requests exceeded the service design maximum by some 7,000 which invalidated this target. Overall performance demonstrates that we have continued to make improvements to our services.

Key Target 2	Target	Actual	Comments		
Salary payments timeliness	99.9%	99.97%	Exceeded target	↑	Up (achieved 99.82% 08/09)
Pension awards timeliness	99.4%	99.97%	Exceeded target	↑	Up (achieved 99.0% 08/09)
Health & Conduct (casework) timeliness	90%	91%	Exceeded target despite the fact that volumes have consistently exceeded the SLA target	↓	Down (achieved 94% 08/09)
Managing Post Information timeliness	90%	Target invalidated due to volumes exceeding the agreed SLA levels			
Salary Payments Accuracy	97%	99.2%	Exceeded Target	↑	Up (achieved 98.8% 08/09)
Pensions Awards and statement Accuracy	97%	97.2%	Exceeded Target	↑	Up (achieved 95.6% 08/09)
Accuracy of all Advice	95%	96.5%	Exceeded Target	↑	Up (achieved 96% 08/09)
Accuracy of Data input	95%	98.8%	Exceeded Target	↑	Not measured 08/09?

PPPA Key Targets 2009/10

Results – Delivering Services



Key Target 3: Deliver the agreed Service Level Agreement standards for responsiveness and availability - Achieved

Description:

Achieve Key Performance Indicators for access to the agency's services. The detailed indicators cover availability and speed of responses of both call centres and major online electronic service.

Summary of Performance:

Significant improvements from last year as target was not achieved 08/09. Performance reflects the work that has been undertaken to improve hardware resilience in this area.

Key Target 3	Target	Actual	Comments		Trend
PSC responsiveness Calls answered in 60 Seconds	80%	84%	Exceeded Target		(Measure in 08/09 was 20 second answering time, target not achieved.)
Availability of our systems	97.5%	99.4%	Exceeded Target		Up (97.3% 08/09)

Reputation – highly regarded



Key Target 4: Demonstrate higher customer satisfaction - Achieved

Description:

Improve customer satisfaction targets set in the Agency's Service Level Agreement: 78% satisfaction index for payment and pensions services; 64% satisfaction index for HR services; 85% of sampled telephone customers satisfied or better.

Summary of Performance:

Key Target figures up from 08/09 figure and the score for our payment services indicated that the PPPA is in the top 37% of companies monitored by the external company which independently benchmarked the results.

Key Target 4	Target	Actual	Comments		Trend
HR activities	64%	68%	Exceeded Target		Up (67.2% 08/09)
Payment services	78%	82%	Exceeded Target		Up (78.3% 08/09)

Corporate Objectives

Future – prepared for future

Key Target 5: Achieve second phase of HR Service maturity programme - Achieved

Description:

Achieve second phase of HR service maturity programme by March 2010. Which focused on delivery of three principal projects enabling formal sign-off of the second phase of the maturity programme.

Summary of Performance:

Excellent progress was made with the stretch target exceeded, improvements included:

- The Internal Recruitment 'deep dive' completed and met its stated outcomes.
- Phase 1 of the Portal Policy Rules and Guidance (PRG) was completed with roll-out and pilot phases delivered on time and the go-live date of June 2009 achieved.
- The Management Information work was completed which included the review of HRBP reports and the release of corporate and TLB packs by September 2009.

Key Target 6: Maintain and extend external accreditations - Achieved

Description:

Maintain Customer Service Excellence and other external accreditations by March 2010.

Summary of Performance:

We have maintained our external accreditations for ISO9001 (Quality), ISO14001 (Environment). We continue to meet the Cabinet Office Customer Service Excellence standard demonstrating good practices and a compliance plus during our 2010 review. In addition we have scoped in Pay Expenses and Relocations for ISO27001 (Information Security) and the remaining business areas are expected to be scoped by March 2011.

Business Performance 2009/10

Purpose

At the People, Pay and Pensions Agency we are committed to providing the best possible services to our customers. We provide a comprehensive and integrated personnel service for Ministry of Defence civilian staff and their line managers, which is also available in whole or part to other customers on repayment. Our role is to enable managers in MOD to manage their staff. We also enable our customers to get their entitlements and manage their terms of employment through a range of HR services.

Financial Review

During the year the Agency consumed net resources of £52.6M (2008/09: £58.4 M). This has been charged to the Agency's General Fund. The resources were consumed in meeting the Agency's obligations and commitments to the Department and to other Government Departments, which included:

- meeting its Service Level Agreement commitments to Director General Civilian Personnel as the Agency's principal customer;
- fulfilling its obligations to Cabinet Office as an Authorised Pensions Administration Centre for the Principal Civil Service Pension Scheme and as a payroll provider;
- developing new processes and business structures to support the on-going requirement to generate efficiencies and savings assumed in the MOD's Planning Round;
- implementing the new IS systems required to improve the Agency's capacity to sustain electronic business processes across the Department and ensure resilience against systems failure.

During the period a total of £61K was expended on new assets under construction to improve the resilience of Agency IS systems.

The accounts of the Agency represent the resources employed in delivering the payroll, pensions and HR shared services required under the Service Level Agreement with MOD and in the development of new payroll and HR service delivery processes. The accounts do not include the payroll costs of the MOD's civilian workforce, nor do they include the assets and liabilities accruing to the MOD that are a result of the operation of the payroll and pensions processes other than those employed in the delivery of the service. Details of the pension arrangements for the Agency's own employees are shown in the Remuneration Report and in note 2 of the attached accounts.

Business Performance Summary

During the past two years we have delivered significant improvements to some of our key services as part of a Maturity Programme including extended availability of our on-line services including enabling access to them from the Internet, and radically improved the main access route to our services, the People Services Channel, and the presentation of the policy, rules and guidance. The Programme has delivered a number of efficiencies including reducing our staffing levels by 20%.

New and improved Internal Recruitment Processes

In July 2009 we introduced the first set of major changes to Internal Recruitment since it was first launched under our HR Process Improvements Workstream. These included increased use of information already held in our HR Management System (HRMS), next day publishing for adverts, sift summary pages for line managers, and online notification of sift and interview results. All these changes to the process were made possible by some quite dramatic and complex changes to HRMS. Customers saw a much slicker process for line managers and applicants alike.

Internet Access to People Services Channel went live

The Internet Access to People Service (IAPS) project went live in November 2009. We now provide internet access to the People Services channel and the ability to use the Employee and Manager Self Service functions within HRMS (including access to electronic forms). This function is specifically aimed at our customers who do not have access to the MOD internal network from their working environments. Many of the people who now have this internet access did not previously have the opportunity to use the People Services Portal (either old or new) or HRMS.

PPPA Successes and Highlights 2009/10

PPPA Successes

Next Generation HR

In October 2009 we were successful in our bid for MOD to be the lead Department in the development of pan-Government e-recruitment service designed to meet all Departments' internal and external recruitment needs. The project comes under the Next Generation HR Programme and is a good opportunity for us and MOD to contribute to the development of the pan-Government Shared Services agenda. Since the announcement the project team have been very busy working on the project to procure and implement a new e-recruitment service across the Civil Service.

Accreditations

During 2009/2010, external independent ISO assessors conducted a series of surveillance visits at PPPA sites to review our Environmental and Quality Management Systems. The assessors concluded that the Agency has sound systems, demonstrating continuous improvement throughout. Additionally PPPA achieved accreditation for Pay, Expenses and Relocations business areas to the Information Security Management System Standard (ISO 27001) in November 2009 ahead of the Corporate Plan target of March 2010. The remaining business areas will gradually be phased into the scope of the certification during 2010/2011.

Staff Involvement

Involvement of all staff is central to the management philosophy of the Agency. The Agency is fully accredited as an Investor in People Organisation. Staff are kept informed through regular staff meetings, monthly team briefs, an in-house magazine, the corporate intranet and internal corporate events. They are encouraged to contribute ideas for improvement through the MOD's GEM staff suggestion scheme and a Junior Management Board is in place providing staff with the opportunity to take responsibility for delivering specific tasks on behalf of the Management Board. Formal and informal discussions take place with trade unions, mainly through the regular meetings of the Functional and Official Whitley Committees.



PPPA Staff proudly hold up their PPPA Annual Achievement Certificates. A PPPA scheme that recognises teams and individuals outstanding contribution to the Agency.

PPPA Successes and Highlights 2009/10

June 2009

People Services Channel Launches

The new People Services website available to the whole of the MOD was launched online in July 2009.

The successful launch was the culmination of many hours were spent on this project by a host of areas across the Agency and it was rewarding to see the website go live, especially as the customer feedback received following the launch was very positive.

Those involved in the Portal/PRG Project also received letters of appreciation from Susan Scholefield (Director General Human Resources and Corporate Services) John Quinn (the then Chief Executive) and Caroline Rummig (Head of Customer Services Team).

The website has undergone a complete transformation since it's initial launch to make it quicker and easier to use and all of the Policy, Rules & Guidance (PRG) documents have been rewritten and re-styled in a readable format.



Facts and Figures:

Breakdown of the online feedback received and most popular questions:

Online Feedback Received (25/07/09 – 21/08/09) = 837

Popular Questions

1. Reserved Posts
2. Job Search
3. Competences
4. Pay Statement
5. Pay Award

September 2009

Battle Group Capability Display - Keeping in touch with the armed services.

An exposed hillside on the Warminster training area provided the perfect location for the annual Battle Group Capability Display hosted by Land Warfare Centre Battle Group (LWC BG) - 1st Battalion and The Royal Regiment of Fusiliers (1RRF). A selection of staff from both PPPA Bath sites were lucky enough to have been invited to attend this unique event, providing an unprecedented insight into the Armed Forces and the equipment they use on a daily basis both on and off operations. Many came away with a greater sense of purpose for their work and with the knowledge that though the Agency does not directly support the Armed Forces our services support the Civilians and their Service Personnel line managers responsible for acquiring and developing all the equipment.

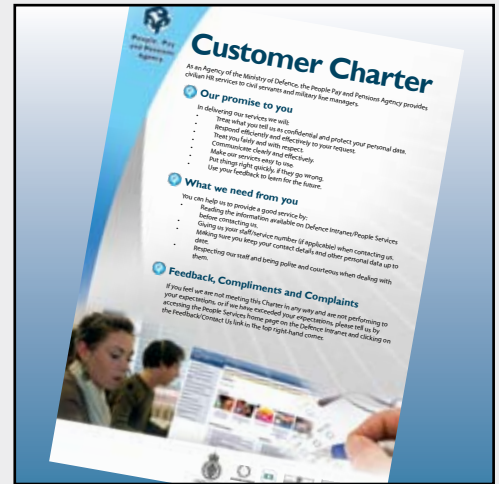


PPPA Successes and Highlights 2009/10

October 2009

New PPPA Customer Charter launched

The new PPPA Customer Charter was launched in October and informs our customers what they can expect from us, how they can contact us and focuses on customer needs from their point of view. It demonstrates to customers our commitment to maintaining best practices in service delivery and also provides a benchmark against which we can measure our performance. The charter also outlines to the customers how they can help us to help them, for example by being polite and giving us all the appropriate information so that we can deal with their enquiry quickly and effectively.



November 2009

Internet Access to People Services goes live

The Internet Access to People Services Project began in 2008 and the service went live on the 11th November.

The Internet Access to People Services Project (IAPS) provides internet access to the People Services Channel with the ability to use the Employee and Manager Self Service functions within HRMS (including access to electronic forms). This facility is specifically aimed at our customers who do not have access to the MOD internal network from their working environments.



March 2010

The PPPA Cross Agency Charity Committee organise events in support of Comic Relief, Macmillan Nurses and Children in Need and local charities within the Bath and Cheadle Hulme area. The Committee also helped to raise money for the PPPA corporate nominated charity, Help for Heroes presenting them with a cheque for £1132 in March 2009. In total the PPPA raised over £10,000 for charitable causes during 2009/10.



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Reporting of Personal Data Related Incidents

Incidents, the disclosure of which would in itself create an unacceptable risk of harm, may be excluded in accordance with the exemptions contained in the Freedom of Information Act 2000 or may be subject to the limitations of other UK information legislation.

TABLE 1 : SUMMARY OF PROTECTED PERSONAL DATA RELATED INCIDENTS FORMALLY REPORTED TO THE INFORMATION COMMISSIONER'S OFFICE IN 2009/10

Date of incident (Month)	Nature of Incident	Nature of data involved	Number of people potentially affected	Notification Steps
	No incidents to report for the whole year	N/A	N/A	N/A
Further action on information risk : The Agency will continue to monitor and assess its information risks, in order to identify and address any weaknesses and ensure continuous improvement of its systems.				

TABLE 2 : SUMMARY OF OTHER PROTECTED PERSONAL DATA RELATED INCIDENTS IN 2009/10

Incidents deemed by the Data Controller not to fall within the criteria for report to the Information Commissioner's Office but recorded centrally within the Department are set out in the table below. Small, localised incidents are not recorded centrally and are not cited in the figures.

Category	Nature of incident	Total
I	Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises	N/A
II	Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises	N/A
III	Insecure disposal of inadequately protected electronic equipment, devices or paper documents	N/A
IV	Unauthorised disclosure	N/A
V	Other	N/A

Statement on Information risk :

Further details can be seen within the Statement on Internal Control , D. Information and Data Security , page 19.

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Our policy on payment to Suppliers

The Departments invoices, with the exception of some payments to suppliers made by units locally, are paid through the Financial Management Shared Service Centre (FMSSC). In the period 1 April 2009 to 31 March 2010 the FMSSC paid 99.91% of all correctly submitted invoices within 11 calendar days. This contributed to the Department's overall performance of 99.35% over the 30 calendar day cycle ensuring a high level of compliance with its statutory obligation under the Late Payment of Commercial Debts (Interest) Act 1998. Additionally, in October 2008 all Government Departments were asked to pay 90% of invoices from suppliers within 10 working days. The Department, including its trading partners, has achieved a performance of 97.97% against this target. In March 2010 all Government Departments were asked to amend this target to pay 80% of UK invoices within 5 working days with effect from 1 May 2010.

Our recruitment and employment policy

Recruitment into the Agency is governed by the Civil Service Order in Council 1995, and is in accordance with the Civil Service Commissioners' Recruitment Code. In accordance with the Order and the Code, every person appointed to a post in the Agency is selected on merit on the basis of fair and open competition, regardless of race, gender or, subject to the requirements of the job, disability. Facilities and special equipment are provided for disabled staff and appropriate training arranged.

Staff joining the Agency from elsewhere in the Ministry of Defence or Civil Service are appointed through internal competition or managed postings following the rules and policies of the Ministry of Defence.

The appointment of agency Non-Executive Directors (NEDs) follows the established departmental procedure. This requires a visibly fair and open recruitment and selection process, with appointment on merit, thus mirroring the Civil Service Commissioners' Recruitment Principles Code for permanent employees to the Civil Service. NEDs appointed to the agency Management Board receive a Letter of Appointment setting out, amongst other things, details of the agreed remuneration.

Our policy on the environment

The agency's policy is to protect the environment by reducing the adverse and increasing the beneficial effects from our activities, products and services. To ensure this is achieved the Agency and its Management Board contributes to the UK and MODs wider commitment to sustainable development and complies with all relevant environmental legislation, regulations and public sector requirements including maintaining certification ISO 14001 that relate to its environmental aspects. The agency actively prevents pollution where possible and practicable by considering environmental impacts on policy decisions, improving the management of energy, resources, raw materials and emissions in all activities- especially travel. Further to this the agency continually investigates ways to improve the management of waste through minimisation, re-use and recycling.

Auditors

The accounts of the Agency are audited by the Comptroller and Auditor General under Section 7 (3) of the Government Resources and Accounts Act 2000. The notional cost of the statutory audit is £33,500. In preparing for the audit of the 2009/10 Accounts of the People, Pay and Pensions Agency I have ensured:

- that there is no relevant audit information of which the auditors are unaware,
- that I have taken all necessary steps to make them aware of relevant audit information,
- that I have taken all the necessary steps to establish that the auditors are aware of the information.

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Remuneration Report

Remuneration policy

The agency does not have a Remuneration Committee, being governed by the policy applying to all Civil Servants employed by the Ministry of Defence. For members of the Senior Civil Service (SCS), remuneration policy is determined by the advice given to Ministers by the Review Body on Senior Salaries. Details of the work of the Review Body can be found at www.ome.uk.com. For all other civil service grades remuneration policy is set by reference to the agreements made between the Department and the recognised Trade Unions and Staff Associations. Pay and management arrangements for all members of the civil service reward individuals for delivery and personal achievement through a Department wide performance management system that awards incremental pay progression and/or performance bonuses to those that are judged to have made significant contribution to the agency's, and the Department's, business objectives. The values of these increments and bonuses are set by the agreements between the Department and the Trade Unions and Staff Associations.

All civil service members of the agency Management Board have permanent contracts of employment with the Ministry of Defence.

The salary and pension entitlements of Agency senior managers during the period of these accounts were :

[this information is subject to audit]

	Salary, including performance pay 2009/10 £k	Real Increase in pension and related lump sum at age 60 £k	Total Accrued pension at age 60 at 31/03/09 and lump sum £k	CETV at 31/03/09 or at date of joining £k	CETV at 31/03/10 or at date of leaving £k	Real increase CETV after adjustment for and changes in market investment factors (nearest £k)	Employer contribution to partnership pension account including risk benefit cover to nearest £100	Salary, including performance pay 2008/09 £k
John Quinn Chief Executive to 30 Sept 2009 Annual Equivalent Salary	100 - 105 155-160	0.0 -2.5 plus N/A (Premium)	5.0 - 10.0 plus N/A Premium)	85	106	16	Nil	135 - 140
Mark Hutchinson Chief Executive from 1 Oct 2009 Annual Equivalent Salary	40 - 45 85-90	0.0 - (2.5) plus 0.0 - (2.5))	30 - 35 plus 100 - 105	743	729	(6)	Nil	N/A
David Wealthall Head of System Exploitation	75 - 80	5.0 - 7.5 plus 15 - 17.5	40 - 45 plus 120 - 125	797	915	118	Nil	70 - 75
Caroline Rummig Head of Customer Services	60 - 65	0.0 - 2.5 plus 2.5 - 5.0	20 - 25 plus 65 - 70	388	438	25	Nil	50 - 55
Tony Maynard Head of Corporate Development to 31st December 2009 Annual Equivalent Salary	45 - 50 60- 65	0.0 - 2.5 plus 2.5 - 5.0	20 - 25 plus 70 - 75	415	480	25	Nil	60 - 65
Sam Hill Head of Performance and Finance from 4th January 2010 Annual Equivalent Salary	10 - 15 55-60	0.0 - 2.5 plus 0.0 - 2.5	10 - 15 plus 35 - 40	163	169	3	Nil	N/A

The Agency also employed a non-executive Director, Margaret Savage, on a consultancy basis to help develop the Agency's corporate governance processes. Ms Savage's remuneration for the period was £16,070 (2008/09 £14,050).

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In the above table, 'Salary', in bands of £5,000, includes gross salary; performance pay or bonuses (paid in-year but based on performance in an assessment period ended prior to the start of the financial year); overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that is subject to UK taxation. It also includes the monetary value of any benefits in kind received. Benefits in kind covers any benefits provided by the employer and treated by the HMRC as a taxable emolument. None of the above received any benefits in kind during either year.

Pension benefits are provided through the Civil Service pension arrangements. From 30 July 2007, civil servants may be in one of four defined benefit schemes; either a 'final salary' scheme (classic, premium or classic plus); or a 'whole career' scheme (nuvos). These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under classic, premium, classic plus and nuvos are increased annually in line with changes in the Retail Prices Index (RPI). Members who joined from October 2002 could opt for either the appropriate defined benefit arrangement or a good quality 'money purchase' stakeholder pension with a significant employer contribution (partnership pension account).

Employee contributions are set at the rate of 1.5% of pensionable earnings for classic and 3.5% for premium, classic plus and nuvos. Benefits in classic accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years' pension is payable on retirement. For premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike classic, there is no automatic lump sum. classic plus is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per classic and benefits for service from October 2002 worked out as in premium. In nuvos a member builds up a pension based on his pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and, immediately after the scheme year end, the accrued pension is uprated in line with RPI. In all cases members may opt to give up (commute) pension for lump sum up to the limits set by the Finance Act 2004.

The partnership pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee from a panel of three providers. The employee does not have to contribute but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.8% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted, is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of classic, premium and classic plus and 65 for members of nuvos.

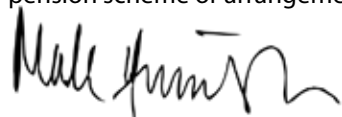
Further details about the Civil Service pension arrangements can be found at the website www.civilservice-pensions.gov.uk

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are calculated in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.



Mark Hutchinson
Chief Executive
8th July 2010

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Statement of the Accounting Officer's & Chief Executive's Responsibilities

Under Section 7(2) of the Government Resources and Accounts Act 2000 the Treasury have directed the People, Pay and Pensions Agency to prepare a statement of accounts for each financial year in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the Agency's state of affairs at the year-end and of its net operating cost, recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Agency is required to comply with the Government Financial Reporting Manual (FRM) prepared by HM Treasury and in particular to:

- Observe the Accounts Direction issued by Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;
- State whether applicable accounting standards have been followed and disclose and explain any material departures in the financial statements; and
- Prepare financial statements on the going concern basis, unless it is inappropriate to presume that the Agency will continue in operation.

It has been agreed with HM Treasury that, although Chief Executives of Defence Agencies are not appointed Agency Accounting Officers, analogous arrangements will apply. These responsibilities, including responsibility for the propriety and regularity of the public finances for which the Chief Executive is answerable and for keeping of proper records, are set out in the Accounting Officer's Memorandum, issued by the Treasury and published in 'Managing Public Money'.

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Statement on Internal Control

Scope of responsibility

As Chief Executive I have been given responsibilities analogous with those of an Accounting Officer for both the public funds delegated to me to finance the operation of the agency and for the public funds that the agency manages on behalf of the Department in its role as a payroll and expenses service provider to the civilian staff of the Department. These responsibilities, as set out in "Managing Public Money" and in my Letters of Designation and Delegation, require me to maintain a sound system of internal control that supports the achievement of Agency policies, aims and objectives whilst safeguarding the public funds and Departmental assets entrusted to me and for which I am personally responsible.

I am required to report regularly to the Agency's Owner on the performance of the Agency against the executive objectives set for it and on the effectiveness of the Agency's management of the Departmental Funds entrusted to it. The People Pay and Pensions Agency (PPPA) key performance indicators and business performance targets are agreed with the Owner through the Department's corporate planning process. I am also required to report the actions I am taking to mitigate risks to the achievement of those objectives or the proper management of Departmental funds.

I have delegated to each budget holder a set of objectives and responsibilities. Each is required to provide me and the Executive with regular reports on achievement against those objectives and responsibilities, including an assessment of the risks to their achievement and the action being taken to mitigate or manage those risks. The budget holders have the authority to delegate objectives and responsibilities to managers within their areas provided the manner of the delegations accord with relevant departmental and Agency guidance.

The Bids and Investment Appraisal Committee (BIAC) oversees the approval of additional bids or business cases that were not included in either the in-year Corporate Plan business objectives or the delegated in-year budgets for Assistant Head (AH) business areas. The BIAC also considers any business case that exceeds the amounts within the AH delegation.

I chair the Management Board which meets on a monthly basis and is responsible for proposing the in-year Corporate Plan and strategic objectives, including Key Targets, that sets out how the PPPA will take forward its business. The Management Board also secures resources for the plan, monitors and evaluates strategic risks to delivery of the plan and determines what the MOD and other stakeholders want from the PPPA.

The membership of the Management Board during 2009/10 is shown in the Management Review section of the Annual Report and Accounts. The Executive Committee, which I also chair, meets on a monthly basis and oversees the in year performance of the PPPA and ensures that the strategy set by the Management Board (including the Improvement Programme) is being implemented appropriately. It is responsible for taking active steps to correct "off track" performance. Where appropriate it will approve new policies and/or changes to policy in line with the agreed strategy. Policies which represent a change to strategy will be reviewed and endorsed by the Executive Committee before being presented to the Management Board for agreement.

The external member chairs the Agency's Audit Committee and attends the Management Board, the Owner's Advisory Board, the Risk and Business Continuity Committee and the Environmental Management Review. In the forthcoming year, a further Non-executive Director will join the Agency's Audit Committee.

The Agency's Owner's Board meets at least twice a year to review the Agency's management of its most strategic risks; the achievement of current objectives and the nature of evolving plans for the future direction of the Agency.

The purpose of the system of internal control

The system of internal control accords with Treasury guidance. It is designed to manage risk to a reasonable level rather than eliminate all risk of failure to achieve policies, aims and objectives; it can, therefore, only provide reasonable, and not absolute, assurance of effectiveness.

This system of Internal Control draws upon a variety of resources for input, insight and information in keeping with the Central Top Level Budget (CTLB) Assurance Matrix. These include Business Continuity and Risk Management activities, In-year Financial Management, Service Level Agreement Performance Reviews, Employee and Customer Feedback; External Benchmarking and extensive Audits conducted with National Audit Office (NAO), Defence Internal Audit (DIA), Internal Agency and External audit teams.

The system of internal control has been in place in the PPPA for the year ended 31 March 2010 and up to the date of approval of the annual report and accounts, and accords with Treasury guidance.

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Capacity to handle risk

The risk management process is owned by the Management Board. Strategic risks are shared and discussed with the Owner's Advisory Board; and the Agency's input is sought to the identification of potential strategic risks to the successful operation of the Department's Corporate Services Higher Level Budget and CTLB. The Management Board oversees the identification, assessment and management of risks affecting the achievement of objectives and targets, and assigns responsibility for the management of risks to an appropriate officer of the Agency, taking into account their ability to influence the outcome, and the level of knowledge and expertise they possess. The Management Board and its Executive Committee are assisted in this by subsidiary groups that drive actual performance and monitor risk at a more detailed level. These include the PPPA Audit Committee, Management Information Security Forum and Risk and Business Continuity Committee.

The risk and control framework

The Agency has a risk management process in place which complies with the Department's Corporate Governance and Risk Management policies. At each of its monthly meetings the Risk and Business Continuity Committee reviews on a rotational basis all of the Agency's risk registers to provide an independent check on their content and to ensure appropriate mitigations are in place or planned.

On an annual basis, the external board member conducts an independent review of strategic and corporate risk registers, and challenges the assumptions and effectiveness of the plans to mitigate them. This independent review forms the basis for the risk based Internal Audit Programme.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the department who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letter and other reports. I have been advised on the implications of the result of my review of the effectiveness of the system of internal control by the board, the Audit Committee and risk committee, if appropriate and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Information and Data Security

I have overall responsibility for ensuring that information risks are assessed and mitigated to an acceptable level. As part of the Security Policy Framework and Data Handling Review all Government Departments are now mandated to report both Security performance and Information Assurance performance to the Cabinet Office on an annual basis. This follows the decision, by the Cabinet Office, to introduce an Information Assurance Maturity Model (IAMM). This model is designed to help Senior Information Risk Managers (SIROs) put into place an effective change programme to improve Information Risk Management.

On 5 and 6 October 2009, the Chief Information Office Audit Team conducted a Peer Review of the IAMM at PPPA. The review team reported that if PPPA maintain their current progress, the achievement of IAMM Level 3 by the target date of 12 April 2010 should be attainable. An Action Plan, subject to regular review, is in place to keep PPPA on track to meet Level 3 by the required timescale.

PPPA achieved accreditation for Pay, Expenses and Relocations business areas to the Information Security Management System Standard ISO 27001 on 27th November 2009 ahead of the Corporate Plan target of March 2010. The current plan is for the remaining business areas to be gradually phased into the scope of the certification during 2010/2011.

The preparation for the assessment ensured the Agency achieved a high level of staff awareness and understanding. This has helped to ensure the security and protection of personal data is a key responsibility during delivery of tasks, dealing with customers and engaging with stakeholders. All employees and visitors are required to sign a Confidentiality Agreement.

In addition a Management Information Security Forum (MISF) has been established. The MISF is chaired by a Board member and is responsible for the review and approval of security policy, objectives and plans, and monitoring the effectiveness of security. New data handling protocols have been introduced to strengthen the way all types of personal data is sent to third parties. A process for confirming third party security standards has also been introduced.

During this year, the Agency suffered no data loss or data protection breaches. The review of information risks and investigating data loss incidents is the responsibility of the Risk and Business Continuity Committee.

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Business Continuity

The PPPA's Business Continuity Master Plan records business critical outputs across PPPA and the resources needed to deliver these in the event of disruption to normal service operations. The plan includes recovery processes, a communications strategy and a suite of subsidiary plans for each business area and site. The scope of these continuity plans was broadened to cover the possibility of a pandemic (Swine Flu) and helped the agency cope well with both postal strikes and very inclement weather interruptions.

The Risk and Continuity Committee meets on a monthly basis to monitor progress and confirm the effectiveness of Business Continuity processes within the Agency reviewing business level plans on a rotational basis. This includes a testing programme and feedback analysis.

Safety, Health, Environment and Fire (SHEF)

During 2009, external independent ISO 140001 assessors conducted a series of surveillance visits at PPPA sites to review our Environmental Management System. The assessors concluded that the Agency has a sound system demonstrating continuous improvement throughout.

The Agency SHEF Committee meets bi-annually, with Local Site SHEF Committees being held quarterly at Cheadle Hulme, Foxhill and Warminster Road. The Environmental Management Review (EMR) Committee also meets bi-annually.

Defence Internal Audit (DIA)

The PPPA's Audit Committee nominates candidates for inclusion in the DIA's forward programme of audits and monitors implementation of all their audit observations and recommendations which affect the PPPA.

DIA's 2009/2010 Audit programme included reviews of two key Agency projects and Business Continuity Management.

Policy Rules and Guidance (PRG) Portal Project. The DIA found that strong leadership from the project owner, and real stakeholder involvement at project board level had helped to provide a high level of customer buy-in from the start. The considerable level of effort sustained by the senior customer representative, and close working between the project team and trades-union representatives, featured strongly in this stage of the project and undoubtedly contributed to its success.

Recruitment Deep Dive Project. The DIA found that there was sufficient assurance that risks to the successful rollout of the Internal Recruitment Deep Dive Project were effectively managed. The project successfully delivered significant improvements to the internal recruitment process, based on the prioritisation of Agency and customer business requirements. The achievement of financial benefits had been quantified and confirmed. The quantification of soft benefits was not straightforward, and was subject to ongoing work by the project team.

Business Continuity Management. DIA found the Agency has fully compliant business continuity plans (BCPs) each of which had a management objective linked to its BCP.

National Audit Office (NAO)

The NAO visited the People, Pay and Pensions Agency (PPPA) Authorised Pensions Administration Centre (APAC) as part of the audit of the Cabinet Office: Civil Superannuation (CS) financial statements for the year ending 31 March 2009. The visit took place from 30 March to 2 April 2009. The recommendations made have all been addressed to the satisfaction of the NAO.

The Comptroller and Auditor General provided a clear audit opinion on the PPPA's annual report and accounts on 8 July 2009. The MOD Resource Account, on which the Civilian Pay is recorded, received a qualified audit opinion on 15 July 2009 for the Resource Account. The observations raised on this account have been addressed; one has been resolved and the other is still to be resolved.

The NAO also passed a favourable opinion of the re-statement of 2008/09 account to meet International Financial Reporting Standards (MoD trigger point 4). This was completed in accordance with the timescales set. The observations relating to Civilian Pay have been monitored through the PPPA Audit Committee.

The work of the external auditors informs my review of effectiveness and during the year has not identified any material weaknesses within the internal control environment.

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Internal Audit and Assurance

The Internal Assurance programme is conducted by the PPPA's own Internal Audit team to review the adequacy and effectiveness of a range of controls. The programme included a risk based approach to review electronic claims for short term detached duty, travel and subsistence. Findings confirmed a high level of compliance with Departmental rules. A review of temporary staff costs paid via P2P was also undertaken in year.

Compliance reviews of Relocations, Pensions Leavers Team, Pay and Expenses found evidence of well organised services; and prepared the business areas to be assessed against the International Standards for ISO BS EN 9001:2000 Quality Management and ISO BS EN 14001:2000 Environmental Systems and ISO BS EN 27001 Information Security Management Systems.

Significant internal control issues

Fraud and Irregularity

Movement of IT equipment. Controls have been significantly tightened and accurate records maintained.

Fraud Case. A case surrounding the creation of bogus BACs accounts led to new controls being introduced into the Payroll Processes. An independent audit to test the rigour of these changes has been commissioned and this will take place during the last quarter of the year.

Reconciliation of the Net Pay and Overtime Control Accounts. During the final quarter of 2009/10, the PPPA Audit Committee requested Defence Internal Audit (DIA) to conduct a review of the Net Pay Control Account and Overtime Control Accounts. The result of these reviews provided substantial assurance that progress was being made in identifying and classifying the account entries and in reducing their overall number.

Losses and Write-offs - Values of losses and write-offs are reported to the Audit Committee each quarter. They remain relatively low given the volume of transactions within Payroll. Process failures in accruals have also been addressed following lessons learnt last year.

Conclusion

The operation of the internal control framework during 2009/10 has afforded me considerable assurance that the management of the Agency at all levels has been of a consistently high standard. This is apparent in the rigour with which controls are reviewed, the diligence with which process improvements are sought and the manner in which Agency staff responded to and resolved risks to the continuity of business service delivery and customer satisfaction.

My review has concluded that the system of internal control within the Agency is operating effectively, therefore, and that plans are in place to address any weaknesses that have been identified, to ensure the containment of risk and continuous improvement that underpins our continuing success in delivering quality, value for money, HR services and professional support to the Department, its civilian employees and their managers.



Mark Hutchinson
Chief Executive
People, Pay and Pensions Agency
8th July 2010

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The Certificate & Report of the Comptroller & Auditor General to the House of Commons

I certify that I have audited the financial statements of the People, Pay and Pensions Agency for the year ended 31 March 2010 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement, the Statement of Changes in Taxpayers' Equity, the Statement of Financial Position, the Statement of Cash Flows and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Chief Executive and auditor

As explained more fully in the Statement of Chief Executive Responsibilities, the Chief Executive is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. My responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Agency's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Agency; and the overall presentation of the financial statements.

In addition, I am required to obtain evidence sufficient to give reasonable assurance that the expenditure and income reported in the financial statements have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on regularity

In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Opinion on the financial statements

In my opinion:

- the financial statements give a true and fair view, of the state of the Agency's affairs as at 31 March 2010, and of the net operating cost, changes in taxpayers' equity and cash flows for the year then ended; and
- the financial statements have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on other matters

In my opinion:

- the part of the Remuneration Report to be audited has been properly prepared in accordance with HM Treasury directions made under the Government Resources and Accounts Act 2000; and
- the information given in the Business Performance section of the Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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Matters on which I report by exception

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records or returns; or
- I have not received all of the information and explanations I require for my audit.
- the Statement on Internal Control does not reflect compliance with HM Treasury's guidance.

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and Auditor General
National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP
13th July 2010

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Operating Cost Statement for the year ended 31 March 2010

	Note	2009-10 £000	2008-09 £000
Administation Costs:			
Staff costs	3	31,572	32,538
Other administration costs	4	22,792	27,669
Operating income	6	(1,764)	(1,773)
Programme costs:	1	-	-
Net operating costs		52,600	58,434

All activities of the People, Pay and Pensions Agency are continuing.

The notes on pages 29 to 39 form part of these accounts.

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Statement of Financial Position as at 31 March 2010

	Note	31 March 2010 £000	31 March 2009 £000	1 April 2008 £000
Non-current assets:				
Information and technology	7	2,208	3,159	3,641
Assets Under Construction (Tangible Non-Current Assets)	7	61	-	231
Intangible assets	8	10,983	11,582	13,246
Assets under construction (Intangible Non-Current Assets)		-	-	356
Total non-current assets		13,252	14,741	17,474
Current assets:				
Trade and other receivables	12	108	147	380
Other current assets		781	849	522
Total current assets		889	996	902
Current liabilities:				
Trade and other payables	14	(1,983)	(4,285)	(3,715)
Other liabilities		(1,394)	(1,532)	(1,658)
Total Current liabilities		(3,377)	(5,817)	(5,373)
Assets less liabilities		10,764	9,920	13,003
Taxpayers' Equity:				
General Fund		10,649	9,920	13,003
Revaluation Reserve		115	-	-
Total Taxpayers' Equity		10,764	9,920	13,003

The notes on pages 29 to 39 form part of these accounts.



Mark Hutchinson
Chief Executive
8th July 2010

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Statement of Cash Flows for the year ended 31 March 2010

	2009-10 £000	2008-09 £000
Cash flows from operating activities:		
Net operating cost	52,600	58,434
Adjustment for non-cash transactions	(7,576)	(7,598)
Increase (decrease) in trade and other receivables	(107)	94
Less increase (decrease) in non-current asset receivables	(9)	-
(Increase)/decrease in trade and other payables	2,440	(444)
(Increase)/decrease in Non-Current Asset payables	(545)	185
Net Cash Outflow from Operating Activities	46,803	50,671
Cash flows from investing activities:		
Purchase of property, plant and equipment	615	932
Purchase of intangibles	-	289
Net Cash Outflow from Investing Activities	615	1,221
Net Cash Outflow	47,418	51,892
Cash and cash equivalents at start of period	-	-
Net Financing from parent department	47,418	51,892
Cash and cash equivalents at end of period	-	-

The notes on pages 29 to 39 form part of these accounts.

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Statement of Changes in Taxpayers' Equity for the year ended 31 March 2010

	General Fund £000	Revaluation Reserve £000	Total £000
Balance at 31 March 2008 under UKGAAP	14,305	-	14,305
Changes in accounting policy	(1,302)	-	(1,302)
Balance at 1 April 2008 under IFRS	13,003	-	13,003
Changes in Taxpayers' Equity for 2008-09			
Taxpayers' Equity at 1 April 2008	13,003	-	13,003
Notional charges			
Cost of Capital Charge	442	-	442
Auditors' remuneration and expenses	31	-	31
HQ charges	1,521	-	1,521
IS network communicated charges	444	-	444
DFTS network communicated charges	-	-	-
Rent and rates	114	-	114
Accommodation communicated charges	1,092	-	1,092
Change in non-current asset payables	(185)	-	(185)
Net operating cost	(58,434)	-	(58,434)
Total recognised income and expense for 2008-09	(54,975)	-	(54,975)
Net Financing from Defence Resource Account	51,892	-	51,892
Taxpayers' equity at 31 March 2009	9,920	-	9,920
Changes in Taxpayers' Equity for 2009/10			
Taxpayers' Equity at 1 April 2009	9,920	-	9,920
Net gain/(loss) on revaluation of Property, Plant & Equipment	-	65	65
Net gain/(loss) on revaluation of intangible assets	-	112	112
Notional charges			
Cost of Capital Charge	362	-	362
Auditors' remuneration and expenses	33	-	33
HQ charges	1,522	-	1,522
IS network communicated charges	2,011	-	2,011
DFTS network communicated charges	291	-	291
Rent and rates	113	-	113
Accommodation communicated charges	1,517	-	1,517
Net operating cost	(52,600)	-	(52,600)
Transfer between reserves	62	(62)	-
Total recognised income and expense for 2009-10	(46,689)	115	(46,574)
Net Financing from Defence Resource Account	47,418	-	47,418
Taxpayers' equity at 31 March 2010	10,649	115	10,764

The notes on pages 29 to 39 form part of these accounts.

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Note 1: Statement of Accounting Policies

Introduction

These financial statements have been prepared in accordance with the 2009-10 Government Financial Reporting Manual (FReM) issued by HM Treasury. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context. Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of the People, Pay and Pensions Agency (PPPA) for the purpose of giving a true and fair view has been selected. The particular policies adopted by the PPPA are described below. They have been applied consistently in dealing with items that are considered material to the accounts.

The Operating Cost Statement is required to be analysed between administration and programme costs. Administration costs reflect the costs of running the Department. Programme costs reflect the non-administration costs of the delivery of the Defence programme and include, with the approval of HMT, all depreciation and cost of capital charges. In the case of the PPPA, an entity within the administrative Corporate Services cost of the Department, it has been decided that all costs of the agency, including depreciation and cost of capital charges, are reflected as administrative costs for the purposes of the agency's financial statements. On consolidation of the agency's costs into the Departmental Resource Account, the HMT approved analysis of administration and programme costs is adopted.

Accounting Convention

These financial statements have been prepared under the historical cost convention, modified to include the revaluation of non-current assets.

International Financial Reporting Standards

Certain new standards, amendments to standards and interpretations that have been issued by the International Accounting Standards Board (IASB) are not yet effective for the year ended 31 March 2009 and have not been applied in preparing these financial statements. The agency does not anticipate that the adoption of these standards and interpretations in future periods will have a material impact on its financial statements.

IFRS 8 – Operating Segments has been amended by the IASB as part of its annual improvements to IFRSs and adopted early by the agency, as required by FReM 2009-10 and permitted by the IASB. There has been no impact of early adoption on the disclosures made under this standard in Note 15 to these accounts.

Net Operating Costs

Costs are charged to the Operating Cost Statement in the period in which they are incurred and matched to any related income. Costs of contracted-out services are included net of recoverable Value Added Tax (VAT). Non-cash amounts are included in the Operating Cost Statement for charges in respect of services provided from other areas of the MOD. The amount so charged is calculated to reflect the full cost of providing these services to the agency. Any surpluses and deficits on disposal of assets no longer required by the Agency are included within Note 4 – Other Administration Costs and, where applicable, Note 5 – Programme Costs.

Income from services provided to third parties is included within operating income, net of related VAT. The agency is not separately registered for VAT and VAT collected is accounted for centrally by the Ministry of Defence. The agency's accounts do, however, include non-recoverable VAT attributable to its operating expenses. Income is recognised on a straight line basis in the period in which the services it relates to were delivered to the customer.

No value is attributed in the accounts to services provide to the Ministry of Defence or to its supply-funded agencies.

Non-Current Assets

For the most part, non-current assets used by the Agency are owned by the Ministry of Defence and a communicated charge for their use is included in the Agency's Operating Cost Statement. In cases where an asset is specific to the delivery of Agency services and it does not have a wider use within the Department, it will be accounted for on the Agency Statement of Financial Position as if it were owned by the Agency. The Agency's non-current assets are expressed at their fair value through the application of the Modified Historical Cost Accounting Convention (MHCA). Prospective indices, which are produced by Defence Analytical Services and Advice (DASA), are applied at the start of each financial year to the non-current assets which fall within the categories listed below. These indices, which look ahead to the Reporting Period date, are also adjusted to

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reflect the difference between the actual change in prices in the prior year and the earlier prediction. In the case of PPPA the indices used are those for

IT and Communications Equipment – Office Machinery and Computers.
IT and Communications Equipment – Communications Equipment

These indices are applied to both tangible and intangible non-current assets.

Assets under construction are valued at cost and are subject to indexation. On completion, they are reclassified into the appropriate asset category.

Subsequent expenditure on an asset is also capitalised where it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Intangible Non-Current Assets

Development costs are capitalised where they contribute towards defining the specification of an asset that will enter production. Those not capitalised are charged to the Operating Cost Statement. Capitalised development costs are amortised, on a straight line basis, over the planned operational life of the resultant asset. Amortisation commences when the asset type first enters operational service within the Agency.

Subsequent expenditure on an asset is also capitalised where it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Externally purchased software, including licences, are capitalised where they contribute to the provision of services or other Agency outputs for a period in excess of one year. Capitalised software is amortised, on a straight line basis, over the shorter of either the economic life or the licence period.

Tangible Non-Current Assets

The useful economic lives of tangible non-current assets are reviewed annually and adjusted where necessary. The Agency capitalisation threshold is £5,000 and it is this which determines whether or not an asset is recorded on the Non-Current Asset Register (NCAR).

The principal asset categories reported by the Agency, together with their useful economic lives, are set out in the table below. All the assets are depreciated on a straight line basis.

	Category	Years
IT and Communications Equipment	Office Machinery	3-10
	Communications Equipment	3-10

Impairment

Impairment charges to the Operating Cost Statement occur in circumstances which reduce the carrying value of non-current assets to their recoverable amount. An asset is carried at more than its recoverable amount if its carrying amount exceeds the amount to be recovered through use or sale. Any reversal of an impairment charge is recognised in the Operating Cost Statement to the extent that the original charge was previously recognised there. The remaining amount is recognised in the Revaluation Reserve.

Financial Instruments

Trade and other receivables have been classified as 'current assets'. Trade and other payables, including accruals, are classified as 'other liabilities'.

The fair value of these financial assets and liabilities approximates carrying value due to their short-term nature. Provisions are only made for specific bad debts.

Provisions for Liabilities and Charges

Any provisions for liabilities and charges are established under the criteria of IAS 37 and are based on realistic estimates of the expenditure required to settle future legal or constructive obligations that exist at the Reporting Period date.

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Reserves

The General Fund and the Revaluation Reserve represent the balance of the Taxpayers' Equity.

Pensions

Present and past employees are mainly covered by the Civil Service pension arrangements. The main Civil Service pension scheme is an unfunded defined benefit pension scheme, although, as the agency is unable to identify its share of the underlying assets and liabilities of the scheme, the Agency accounts for the scheme in its accounts as if it were a defined contribution scheme. The employer's charge is met by payment of a Superannuation Contribution Adjusted for Past Experience (SCAPE), which represents an estimate of the cost of providing future superannuation protection for all personnel currently in pensionable employment. In addition, civilian personnel contribute 1.5% of salary to fund a widow/widower's pension if they are members of classic, and 3.5% if they are members of premium, classic plus or nuvos. The Agency's Statement of Financial Position will only include a payable in respect of pensions to the extent that the contributions paid to the pension funds in the year fall short of the SCAPE and widow/widower's pension charges due. Money purchase pensions delivered through employer-sponsored stakeholder pensions have been available as an alternative to all new Civil Service entrants since October 2002.

The pension scheme undergoes a reassessment of the SCAPE contribution rates by the Government Actuary at four-yearly intervals. Provisions are made for costs of early retirement programmes and redundancies up to the minimum retirement age and are charged to the Operating Cost Statement.

The disclosure for the main pension scheme is included in the Remuneration Report and on the website of the Civil Service Pension Scheme.

Cost of Capital Charge

A charge, reflecting the cost of capital utilised by the Department, is included in the Operating Cost Statement and credited to the General Fund. The charge is calculated using the HM Treasury standard rate for Financial Year 2009-10 of 3.5% (2008-09: 3.5%) in real terms and applied to all assets less liabilities.

Employee Benefits

A charge is made in these accounts for the value of employees' annual leave entitlements earned, but not yet taken, at 31st March each year. This has been valued by reference to Agency average staff costs by grade and based on a 365 day year, thus equating to the MOD policy on payment for untaken leave.

A charge has also been made for the value of performance bonuses due to be paid to staff for performance during the year 2009/10, but not payable until August 2010. The cost of these bonuses has been assessed as 2.1% of the cost of basic pay and allowances plus the cost of the associated Social Security and Pensions charges.

No charge is made for the untaken balances of any Flexible Working Hours Agreement as the value is considered to be immaterial to these accounts.

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Note 2: First-time Adoption of IFRS

	General Fund £000
Taxpayers' equity at 31 March 2009 under UKGAAP	10,863
Adjustments for:	
Accrued value of staff annual leave at 31 March 2008 (IAS 19)	(659)
Accrued value of staff performance bonuses at 31 March 2008 (IAS 19)	(873)
Capitalisation of intangible assets	589
	<hr/>
Taxpayers' equity at 1 April 2009 under IFRS	9,920
	<hr/>
	General Fund £000
Net operating costs for 2008/09 under UKGAAP	58,792
Adjustments for:	
Capitalisation of intangible assets (gross cost) (IAS38)	(289)
Impairment of intangible assets	32
Amortisation intangible assets (IAS38)	24
Movement of accrued value of annual leave	32
Movement of accrued value of Performance Bonuses	(159)
CoCC adjustment for intangible assets	2
	<hr/>
Net operating costs for 2008/09 under IFRS	58,434

Note 3: Staff numbers and related costs

Staff costs comprise:	2009-10 £000	2008-09 £000
Wages and Salaries	25,257	25,605
Social security costs	1,595	1,689
Other pension costs	4,271	4,413
Costs of locally employed temporary staff	449	831
	<hr/>	<hr/>
Total net costs	31,572	32,538

Wages and salaries costs also include taxable payments attributable to a special bonus scheme whereby staff are paid a bonus in recognition of a well-performed one-off task. There is no limit on the number of awards which can be made within a financial year, although the total value of these bonus payments should not represent more than 0.4% of the overall payroll.

Average number of persons employed:

The average number of whole-time equivalent persons employed during the year was as follows:

	2009-10 No.	2008-09 No.
Directly Employed Permanent Staff	1,086	1,101
Other	24	36
	<hr/>	<hr/>
Total	1,110	1,137

The agency monitors staff sickness absence as part of its health and safety processes. The Management Board receives data monthly and discusses potential risks arising from any patterns that are identified. During 2009-10 there were 13,845 days lost to sickness absence (average 12.56 days per employee). The agency is unable to quantify which were for long term absences associated with hospitalisation and recuperation periods.

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Note 4: Other Administration Costs

	2009-10 £000	2008-09 £000
Non Cash Items:		
Cost of Capital Charge	362	442
Depreciation of tangible non-current assets	1,227	1,066
Revaluation of tangible non-current assets	(211)	925
Amortisation of Intangible non-current assets	1,612	1,384
Revaluation of Intangible non-current assets	(901)	259
Loss on disposal of computer equipment	-	320
Auditors' remuneration and expenses	33	31
Notional costs:		
HQ Charges	1,522	1,521
IS network communicated charges	2,011	444
DFTS Network Communicated Charges	291	-
Rent and rates	113	114
Accommodation communicated charges	1,517	1,092
Cash costs:		
Work maintenance	185	328
Utilities (Gas, Water, Fuel, Electricity)	627	682
Rent and rates	(3)	22
Training	515	661
Travel and movement	1,121	1,712
Catering	4	7
Medical	7	6
Administration	3,128	3,648
IS and Telecomms	9,631	13,002
Foreign currency losses	-	2
Bank charges	1	1
Total	22,792	27,669

From 1 April 2009 an element of the Defence Fixed Telecommunications Systems (DFTS) network has been accounted for centrally in the department. The amount of £291,000 shown above is the notional charge to the agency for that element of the cost of the DFTS network. In 2008/09 this element was charged to the agency in cash and appears as part of the IS and Telecomms charges.

Note 5:

As set out in Note 1: Accounting Policies, the agency is considered to have no programme costs.

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Note 6: Income

All income earned by the agency is for the provision of payroll and pensions awarding services

	2009-10	2008-09
	£000	£000
Income from Ministry of Defence Trading Funds	678	699
Income from Other Government Departments	546	549
Income from other customers	540	525
Total	1,764	1,773

For the year 2009/10 the full cost of supplying pensions and occupational welfare services on repayment exceeded the income received from customers. The Fixed Price Service Level Agreements (SLA) for Occupational Welfare were extant when PPPA took over the provision of Welfare Services and fall due for renegotiation in 2010/11. New SLAs will be based on full cost recovery of the agency's cost base. Pensions SLAs, although falling due for renegotiation during 2008/09 and 2009/10 were extended on the extant terms due to the imminent transfer of pensions services to the new MyCSP organisation. For further details of this transfer see Note 22: Events post the reporting period. All other SLAs for HR services are being renegotiated at current full cost as they fall due.

This information is provided for Fees and Charges purposes, not for IFRS 8 purposes.

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Note 7: Property, plant and equipment

For The Year 2008-09	Information & Technology £000	Assets Under Construction £000	Total £000
Cost or Valuation			
At 1 April 2008	6,404	231	6,635
Additions	881	51	932
Disposals	(1,621)	-	(1,621)
Reclassification	267	(267)	-
Revaluation	(397)	(15)	(412)
At 31 March 2009	5,534	-	5,534
Depreciation			
At 1 April 2008	2,763	-	2,763
Charge for the year	1,066	-	1,066
Disposals	(1,301)	-	(1,301)
Reclassification	-	-	-
Revaluation Adjustment	(153)	-	(153)
At 31 March 2009	2,375	-	2,375
Net Book Value at 31 March 2009	3,159	-	3,159
Net Book Value at 1 April 2008	3,641	231	3,872
For The Year 2009-10	Information & Technology £000	Assets Under Construction £000	Total £000
Cost or Valuation			
At 1 April 2009	5,534	-	5,534
Additions	-	61	61
Disposals	-	-	-
Reclassification	-	-	-
Revaluation	484	-	484
At 31 March 2010	6,018	61	6,079
Depreciation			
At 1 April 2009	2,375	-	2,375
Change for the year	1,227	-	1,227
Disposals	-	-	-
Reclassification	-	-	-
Revaluation Adjustment	208	-	208
At 31 March 2010	3,810	-	3,810
Net Book Value at 31 March 2010	2,208	61	2,269
Net Book Value at 1 April 2009	3,159	-	3,159

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Note 8: Intangible Assets

Intangible assets comprises software applications, including licences and contract costs, developed for use in the agency's business that are not provided through the DII(F) infrastructure.

	Software	Assets under construction	Total
	£000	£000	£000
For The Year 2008-09			
Cost or Valuation			
At 1 April 2008	14,583	356	14,939
Additions	-	289	289
Disposals	-	-	-
Revaluation	(991)	(24)	(1,015)
Reclassification	621	(621)	-
At March 31 March 2009	14,213	-	14,213
Amortisation			
At 1 April 2008	1,337	-	1,337
Charged in year	1,384	-	1,384
Disposals	-	-	-
Revaluation	(90)	-	(90)
Reclassification	-	-	-
At 31 March 2009	2,631	-	2,631
Net Book Value at 31 March 2009	11,582	-	11,582
Net Book Value at 1 April 2008	13,246	356	13,602
	Software	Assets under construction	Total
	£000	£000	£000
For The Year 2009-10			
Cost or Valuation			
At 1 April 2009	14,213	-	14,213
Additions	-	-	-
Disposals	-	-	-
Revaluation	1,243	-	1,243
Reclassification	-	-	-
At 31 March 2010	15,456	-	15,456
Amortisation			
At 1 April 2009	2,631	-	2,631
Charged in year	1,612	-	1,612
Disposals	-	-	-
Revaluation	230	-	230
Reclassification	-	-	-
At 31 March 2010	4,473	-	4,473
Net Book Value at 31 March 2010	10,983	-	10,983
Net Book Value at 1 April 2009	11,582	-	11,582

The agency's holdings of intangible non-current assets at 31 March 2010 comprise software and associated development costs of three assets. Two assets have been determined to have a useful life of five years subject to technological change or changes to the agency's operating environment and are being amortised over this period. A third asset, the software element of the CHIPS payroll system, which accounts for £10.476M of the net book value of intangible non-current assets, has been determined to have a useful life of ten years of which, currently, seven years remain.

Intangible non-current asset revaluation surpluses account for £83K of the balance of £115K in the Revaluation Reserve.

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Note 9: Financial Instruments

Because of the largely non-trading nature of its activities and the way in which government Agencies are financed, the Agency is not exposed to the degree of financial risk faced by business entities. Moreover, financial instruments play a much more limited role in creating or changing risk than would be typical of a private company.

Financial assets and liabilities are generated by day-to day operational activities and are not held to change the risks facing the Agency in undertaking its activities, or for trading. The fair values of all the Agency's financial assets and liabilities approximate to their book values.

There are no embedded derivatives that require separation from its host contract and measurement at fair market value through profit or loss, as required by IAS 39. It has been the Agency's policy throughout the year that no trading in financial instruments shall be undertaken.

Categories of financial instruments

Trade receivables have been classified as loans and receivables. Trade and other payables including accruals are classified as other liabilities. The fair value of these financial assets and liabilities approximates carrying value due to the short-term nature of these financial instruments.

Credit risk

The Agency's exposure to credit risk is low. Only 31.5% (35% in 2008/09) of debtors are non-UK government or Trading Funds. There are no overdue dates on outstanding debts. The Agency does not have a bad debt provision. The maximum exposure to credit risk is 330k (361k in 2008/09) of which 225k (238k in 2008/09) is with Government departments or Trading Funds and hence the risk is zero.

Interest rate risk

The Agency has no financial assets and liabilities on which interest is earned or paid, and is therefore not exposed to significant interest rate risk.

Currency risk

The Agency does not hold assets or liabilities denominated in a foreign currency, and income and expenditure denominated in a foreign currency is negligible. The Agency is therefore not exposed to significant currency risk.

The Ministry of Defence, through whose Resource Account the Agency is financed, enters into forward purchase contracts annually with the Bank of England to cover the majority of its foreign exchange requirements for the following year. The details of the outstanding foreign currency contracts are given in its Departmental Resource Account.

Liquidity risk

The Agency is not exposed to significant liquidity risk, as liquidity requirements are met by financing from the Ministry of Defence Resource Account, and it has no borrowing facilities. The Department's resource requirements are voted annually by Parliament.

Note 10: Impairments

The agency has charged no impairments in 2009-10

Note 11: Inventories

The agency does not hold stocks or work in progress

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Note 12: Trade receivables and other current assets

	31 March 2010 £000	31 March 2009 £000	1 April 2008 £000
Amounts failing due within one year:			
Trade receivables:			
Balances with Central Government Departments	4	2	118
Balances with Non-government customers	104	107	97
Balances with MOD Trading Funds	-	38	165
Prepayments and Accrued Income	781	849	522
Total	889	996	902

Note 13: Cash and cash equivalents

The agency has no balances of cash or cash equivalents

Note 14: Trade payables and other current liabilities

	31 March 2010 £000	31 March 2009 £000	1 April 2008 £000
Amounts failing due within one year:			
Trade payables	659	2,272	1,208
Accrued operating expenses	1,324	2,013	2,507
Accrued staff benefits (annual leave)	752	659	627
Accrued staff benefits (performance bonuses)	642	873	1,031
Total	3,377	5,817	5,373

Note 15: Operating Segments

Products and Services

PPPA engages in only a single business activity and only within a single economic environment. Internal segmentation is on the basis of functional management which represents components of this single business activity – the provision HR, pay and pensions services to the Ministry of Defence, MOD Trading Funds and other Central Government Departments.

Geographical Areas

The agency operates in the United Kingdom, but provides HR services to MOD employees based in establishments overseas.

Major Customers

The agency's principle customers include US Visiting Forces, DSTL, DeFRA, DSG, Met Office, UKHO, ONS, British Council, NAO and Vector Aerospace. Together, these customers represent more than 80% of total agency income as reported in Note 6.

Note 16: Provisions for liabilities and charges

The agency has made no provisions for liabilities and charges

Note 17: Capital commitments

The agency has no capital commitments

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Note 18: Commitments under leases

The agency has no commitments under leases

Note 19: Commitments under PFI contracts

The agency has no commitments under PFI contracts

Note 20: Other financial commitments

The agency has no other financial commitments

Note 21: Contingent liabilities disclosed under IAS 37

The agency has no contingent liabilities

Note 22: Events post the Reporting Period

On April 1 2010, as a result of a review by the Cabinet Office, responsibility for the administration of all Civil Service Pensions was vested in a new organisation, MyCSP. MyCSP is part of the Department for Work and Pensions. On 1 April 2010, PPPA transferred all pensions administration staff to the new organisation along with any extant Service Level Agreements with repayment customers. MyCSP will be operating on a repayment basis, the charge to PPPA, on behalf of MOD, being the net value of the activity as agreed in the MOD Planning Round. The financial effect of this transfer on the agency's Financial Statements is zero.

It was announced in the Budget on 22nd June 2010 that the Government intends to adopt the Consumer Price Index (CPI) for the indexation of payable service pensions from April 2011. This will have an impact upon the future operations of the pension schemes that People, Pay and Pensions Agency provides to employees. The only impact on the Agency's financial statement future years will be on the CETV disclosure remuneration report. The Accounting Officer authorised the financial statements for issue on the date they were approved by the C & AG.

Note 23: Losses and special payments

The Agency has written off a number of small sums relating to cancelled rail journeys and hotel bookings to a value of less than £1000. The agency has also written off expenditure relating to an Assessment and Development Centre that was subsequently cancelled and hotel cancellation charges relating to a series of roadshow events that had to be postponed due to budget restrictions on staff travel introduced by MOD. Together, these total £12,400. All these sums are included in Note 4: Other Administration Costs.

Note 24: Related party transactions

The People Pay & Pensions Agency is an Executive Agency of the Ministry of Defence. The Ministry of Defence is regarded as a related party. During the period 1 April 2009 to 31 March 2010 and prior years, the People Pay & Pensions Agency has had various material transactions with the Ministry of Defence and with other entities for which the Ministry of Defence is regarded as the parent department. These entities were The Meteorological Office, The Hydrographic Office, the Defence Science and Technology Laboratory and the Defence Support Group. During the period of these accounts the People Pay & Pensions Agency also had transactions with a number of other government departments or their agencies. Most of these transactions were with the Department for International Development, DEFRA and its agencies and the Office for National Statistics. During this and the previous year none of the senior and other key management staff, or other related parties, has undertaken any material transactions with the People Pay & Pensions Agency

Note 25: Third-party assets

The Agency holds no assets of this nature

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