



**Money &  
Pensions  
Service**

# **Money and Pensions Service**

Annual Report and Accounts  
for the year ended 31 March 2022



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for the year ended 31 March 2022

Presented to Parliament pursuant to the Financial  
Guidance and Claims Act 2018 section 1(2) and  
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# Chair's Foreword

**In a time of continued uncertainty and increasing cost of living pressures, and whilst the country continues to recover from the effects of the global pandemic, MaPS' role in improving people's financial wellbeing is more important than ever.**

Despite the challenging year with the pandemic continuing to affect customer-facing services and an ongoing reliance on remote or virtual working, MaPS was able to launch its new consumer brand and website, MoneyHelper, and the Pensions Dashboards Programme remains on track.

Our CEO's introduction sets out more information about the performance against our KPIs. It is clear that events during the year have emphasised the relevance of our work across the services MaPS delivers and commissions, and indirectly with partners throughout the UK.

The pandemic continues to have far-reaching economic, social and mental and physical wellbeing impacts, overlaid with increasing cost of living pressures including rising inflation and wider uncertainty. Collaboration is core to MaPS' vision and essential in building this and future generations' financial confidence and skills.

In this context I would highlight the successful publication of our four UK Strategy for Financial Wellbeing delivery

plans for England, Scotland, Wales and Northern Ireland. I am particularly proud that, over the past year and when they were responding to so many other challenges, more than 100 organisations from across the UK contributed to the development of it. These delivery plans, which set out how the five national goals of the UK Strategy for Financial Wellbeing will be taken forward, bring to life the importance of working in partnership to achieve long term and lasting change in people's lifelong relationships with their money.

I am also pleased that MaPS enters the new financial year with an increased funding envelope, including a significant increase in funding for debt advice in England, at a time when public spending is under particular pressure. I am confident that MaPS is moving in the right direction and has a sound corporate strategy for the years ahead.

Finally, I would like to take this opportunity to recognise the dedication and professionalism of the MaPS team, its Board, CEO and Executive Leadership Team. And I am grateful for the ongoing hard work and commitment of MaPS' partners and stakeholders throughout the UK, who share our vision of everyone making the most of their money and pensions.



Sir Hector Sants, Chair  
Date: 19 October 2022



# Chief Executive's Introduction

**MaPS' role in helping everyone make the most of their money and pensions has never been more vital, and I am proud of what the MaPS team have achieved in the past year, working in collaboration with our partners and stakeholders throughout the UK.**

In this, MaPS' third year of existence, we have made good progress against the five priorities set out in our corporate plan: helping people in financial crisis, helping people in need manage their money today, helping people with their pensions and financial future, working with partners to improve financial wellbeing and building on strong foundations.

In July 2021, the launch of our new MoneyHelper consumer brand represented the last significant milestone in bringing together the three legacy organisations – Money Advice Service, Pension Wise and The Pensions Advisory Service. It provides customers with free and impartial money and pensions guidance all in one place, making it easier for them to find what they're looking for. New targeted digital guidance, including the 'bill prioritiser' and 'white label' digital tools for use by debt advice providers, are particularly timely as we expect demand to increase in response to cost of living pressures and wider economic uncertainty. Despite the challenges presented by the pandemic, in 2021/22 we achieved 83% of our debt advice target, 95%

of our Pension Freedoms (Pension Wise) target, 91% of our pension guidance target and 94% of our money guidance target.

MaPS also made strong progress on the majority of the commitments set out in our 2021/22 business plan, from supporting the roll-out of the breathing space mechanism in current debt advice delivery arrangements and funding a pilot of a mental health access mechanism, to building communities of employers that care about and share their work on financial wellbeing. We launched Money Guiders in each of the four nations, and continued our work with the wider regulatory family on consumer protection.

In the pensions space, we have continued to make good progress through the Pensions Dashboards Programme, designed and piloted elements of the pensions guidance transformation programme (including an Alpha version of the 'MaPS Pensions Dashboard'), and implemented the new due diligence regulation. And our places for growth programme is on track, with plans underway to close our Holborn office in 2024 and relocate outside of London and the south east as part of the government's levelling-up policy.

The extension of furlough and creditor forbearance measures in 2021 resulted in fewer people seeking debt advice than we had originally forecast, although we anticipate that demand will increase significantly in the years ahead. In order to meet this increase, for 2022/23 we have secured significantly more funding for

debt advice provision in England – £76 million compared with £43 million pre-pandemic – and have launched a procurement exercise to ensure that we are able to meet the challenge of serving more people than ever before.

Our annual Talk Money campaign reached a bigger audience than ever before thanks to the support of partners throughout the UK, with 18 million people recalling seeing or hearing something about the campaign. From embedding money guidance in the DWP's communications to Universal Credit recipients, to collaborating with NHS social prescribers and a mental health task taskforce, financial wellbeing is increasingly part of the national conversation.

In 2022/23, we have reflected in our three-year corporate strategy our over-arching direction as an organisation and how MaPS will remain responsive to changes in what our customers need from us in these uncertain times.

A handwritten signature in black ink, appearing to read 'C. Siarkiewicz', with a large, stylized flourish at the end.

Caroline Siarkiewicz, Chief Executive Officer

Date: 19 October 2022

# Performance Report

## Overview

This section of the report provides a detailed analysis of performance at MaPS during 2021/22. It also sets out an overview of MaPS, including our statutory objectives and five key priorities, performance analysis for 2021/22, the key risks that we managed during the year and a summary of financial performance.

MaPS is an arm's-length public body, sponsored by the Department for Work and Pensions (DWP), funded by levies on both the financial services industry and pension schemes. We work with the DWP on pensions policy and HM Treasury on policy matters relating to financial capability and debt advice.

MaPS's mission is to ensure everyone in the UK can easily access the information they need to make the right financial decisions for them throughout their lives, making the most of their money and pensions. The work of MaPS covers five core functions, as set out in the Financial Guidance and Claims Act (2018). These are:

- **Pension guidance** – providing support and guidance to consumers on UK workplace and personal pension matters, whilst supporting those aged 50 and over to make decisions on their defined contributions pension pots.

- **Debt advice** – as the biggest funder of free information and advice on debt in England, while driving up the quality of debt advice and providing training and support to advisers on the ground across the UK.
- **Money guidance** – enhancing millions of people’s knowledge and understanding of financial matters – targeting those potentially vulnerable or most in need – as well as helping their day-to-day money management skills through free, impartial money guidance.
- **Consumer protection** – working with government and regulators to protect consumers against financial scams and support the efforts of the wider financial services industry to protect consumers.
- **Strategy** – we launched the UK Strategy for Financial Wellbeing in January 2020 as a framework for how we will work with organisations in many different sectors across our nations to make a measurable difference to UK money management.

We also have a specific mandate from government to facilitate the pensions industry to develop pensions dashboards. This programme of work will allow individuals to access their pensions information online, securely and all in one place, supporting better planning for retirement.

MaPS is funded by Grant in Aid payments paid quarterly to cover operating costs in the following quarter.

MaPS only draws down funding as required under this arrangement. Therefore, MaPS prepares its accounts on a going concern basis as all liabilities will be financed under this agreement.

## **Priorities and Objectives**

MaPS has five statutory objectives:

- i) Improve the ability of members of the public to make informed financial decisions
- ii) Support the provision of information, guidance and advice in areas where it is lacking
- iii) Secure that information, guidance and advice is provided to members of the public in the clearest and most cost-effective way (including having regard to information provided by other organisations)
- iv) Ensure that information, guidance and advice is available to those most in need of it (and to allocate its resources accordingly), bearing in mind in particular the needs of people in vulnerable circumstances, and
- v) Work closely with the devolved authorities as regards the provision of information, guidance and advice to members of the public in Scotland, Wales and Northern Ireland.

In 2021/22 we set out the following five key priorities:

1. Helping people in financial crisis
2. Helping people in need manage their money today
3. Helping people with their pensions and financial future
4. Working with partners to improve financial wellbeing
5. Building on strong foundations

## **2021/22 Performance Summary**

In 2021/22, despite the challenges presented by the pandemic we saw significant progress against our statutory objectives and five key priorities. Specifically, we achieved 83% of our debt advice target, 91% of our pension guidance target, 95% of our Pension Freedoms (Pension Wise) target and 94% of our money guidance target. We also continued to see improvements in quality assurance scores for most of our services and received very high satisfaction scores for the services we delivered.

MaPS also made strong progress on the majority of the commitments set out in our 2021/22 business plan. This ranged from launching money guiders in each of the four nations, continuing the work with the wider regulatory family on consumer protection, supporting the roll-out of the breathing space mechanism in current debt advice delivery arrangements, and funding a pilot of a mental health access mechanism. We have also continued to make good progress through the Pensions Dashboards

Programme and we implemented the new due diligence (safeguarding) regulation for pensions.

The places for growth programme remains on track with plans to relocate outside our offices out of London and the south east as part of the government's levelling-up policy.

## **Performance Analysis**

### **Context**

Here, we provide a more detailed analysis and explanation of our performance over the last year. This in line with the risks and priorities we set out in our 2021/22 Corporate Plan and the statutory objectives given to us by Parliament.

For everyone to make the most of their money and pensions, we deliver services that are informed by evidence. We continue to introduce improved ways of evaluating our services, which strengthens this evidence base and helps us to understand how and where we are helping our customers most effectively. Across each area of our business, there are individual quality assurance processes and targets in place, each specially tailored to ensure customers receive the best possible advice and guidance.

The COVID-19 pandemic continued to have an impact on people's personal finances in 2021/22. MaPS has a statutory remit to focus on helping those most in need and in vulnerable circumstances. We do this by



supporting people day-to-day to build financial resilience throughout their lives; supporting people in financial crisis, and helping people plan for their futures. Over 2021/22 we have continued to provide expert guidance, high-quality debt advice, and provide digital tools and services to **help people build back their financial wellbeing during the pandemic**. Examples include:

- the introduction of video conferencing for those who required/preferred face to face appointments when we were unable to meet in person
- supporting the standard breathing space policy. This is a scheme launched in England and Wales in May 2021 which offers people in problem debt the right to legal protections from their creditors, allowing them a period of time to receive professional advice. We also funded and supported a pilot implementation of the breathing space mental health access mechanism
- successfully built and implemented the COVID Payment Plan (short term debt repayment plan that was developed to help people affected by the pandemic. The 12-month plan allows people struggling with their bills to pay a reduced amount, reducing the risk of them entering a long-term debt solution such as a Debt Management Plan)
- added new guidance and assets to our website to support people financially impacted by the pandemic, whose budgets are being squeezed by the increased cost of living. For example, our new tool, the 'Bill

'Prioritiser' is aimed at people struggling to keep on top of their bills and payments. All new assets support our Consumer Strategy and design principles of creating guidance that is bite-size and broken down into actionable chunks.

- managed relationships with employers to support their employees manage their finances – targeting specifically with 'Covid and Your Money' content
- continued to monitor the impact of COVID-19 on people's retirement plans through the delivery of 60 outreach events reaching over two thousand consumers

As we enter into 2022/23 we are similarly preparing a range of measures to respond to emerging cost of living pressures.

In 2021/22 we also delivered a number of **activities and projects set out against each key priority area in the Corporate Plan**. This has included:

- commencing a commissioning exercise for debt advice services
- working with NHS in England and devolved administrations to explore ways to work together to make it easier to refer people with mental health problems
- successfully replacing our Money Advice Service and The Pensions Advisory Service customer brands with

a single new brand – *MoneyHelper* and launching the Money Guiders in each of the four nations. Money Guiders is a programme of activity focussed on helping anyone who delivers money guidance, raising the status and profile of money guidance and the quality of its delivery.

- continuing to deliver the Pensions Dashboard Programme. Pensions dashboards will enable individuals to access their pensions information online, securely and all in one place, thereby supporting better planning for retirement and growing financial wellbeing. In particular, we completed the discovery phase of the programme and moved into the test and build phase. We also identified volunteer dashboard providers and pension schemes to help develop and test the system in 2022, establishing our full plan for what we will develop and implement through our Pension Guidance Transformation Programme commencing in 2022/23
- delivering a number of financial education pathfinders (teacher training in Wales, 16–17-year-olds in England, and parenting in Scotland and Northern Ireland)

In 2021/22 we also appointed an independent research organisation, partnered with a university, to evaluate the progress and impact of the UK Strategy for Financial Wellbeing. The Strategy has ambitious, decade-long national goals, and we will measure progress towards

them with our regular surveys. In 2022/23 we will begin to monitor and report on the progress of all the initiatives set out in the four national delivery plans, and other initiatives which we believe will contribute to the national goals.

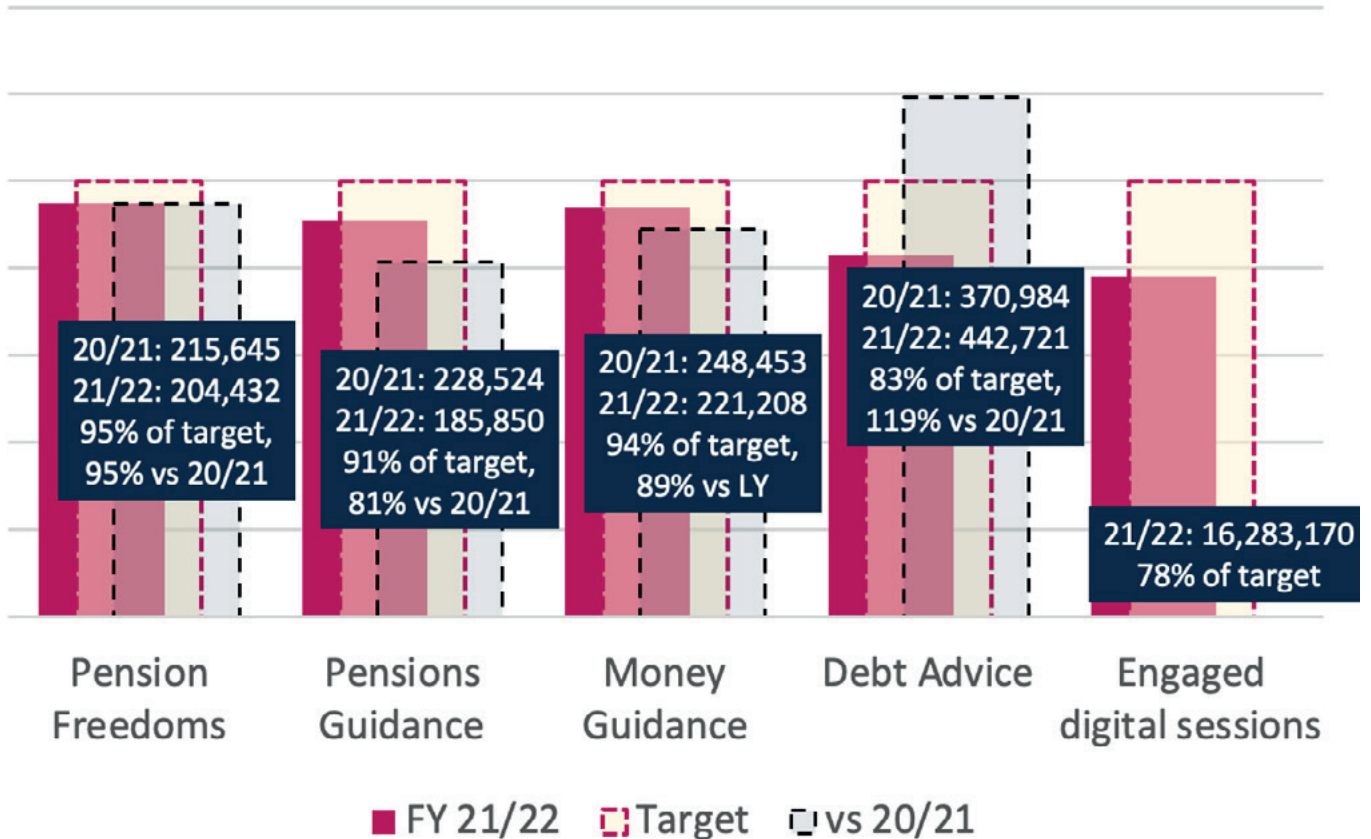
## **Issues affecting 2021/22 Performance**

We anticipated that the demand for guidance and advice, particularly for our Debt services, would increase throughout 2021/22 as a result of the adverse impact of Covid-19 on individuals' financial positions. However, due to a series of Government and Regulator interventions, such as extended payments holidays provision; the change in the way creditors sought to collect debt, and the extension to the furlough scheme, demand for Debt services in particular, did not increase as anticipated. Many of the triggers which tend to prompt people to seek help with their money and pensions reduced. As a result, overall demand for money, pensions guidance and debt advice was subdued. As expected, there was a transition period as consumers and stakeholders became accustomed to our new website and new *MoneyHelper* brand. This lack of brand awareness impacted on service performance for a period after the new brand was launched. Though this was expected the transition to *MoneyHelper* took longer than anticipated for service performance to revert to the levels previously seen.

## ***Service Volumes Performance Summary***

Despite challenges faced by Covid-19, in 2021/22 we achieved:

## 21/22 EoY performance (serviced sessions only)



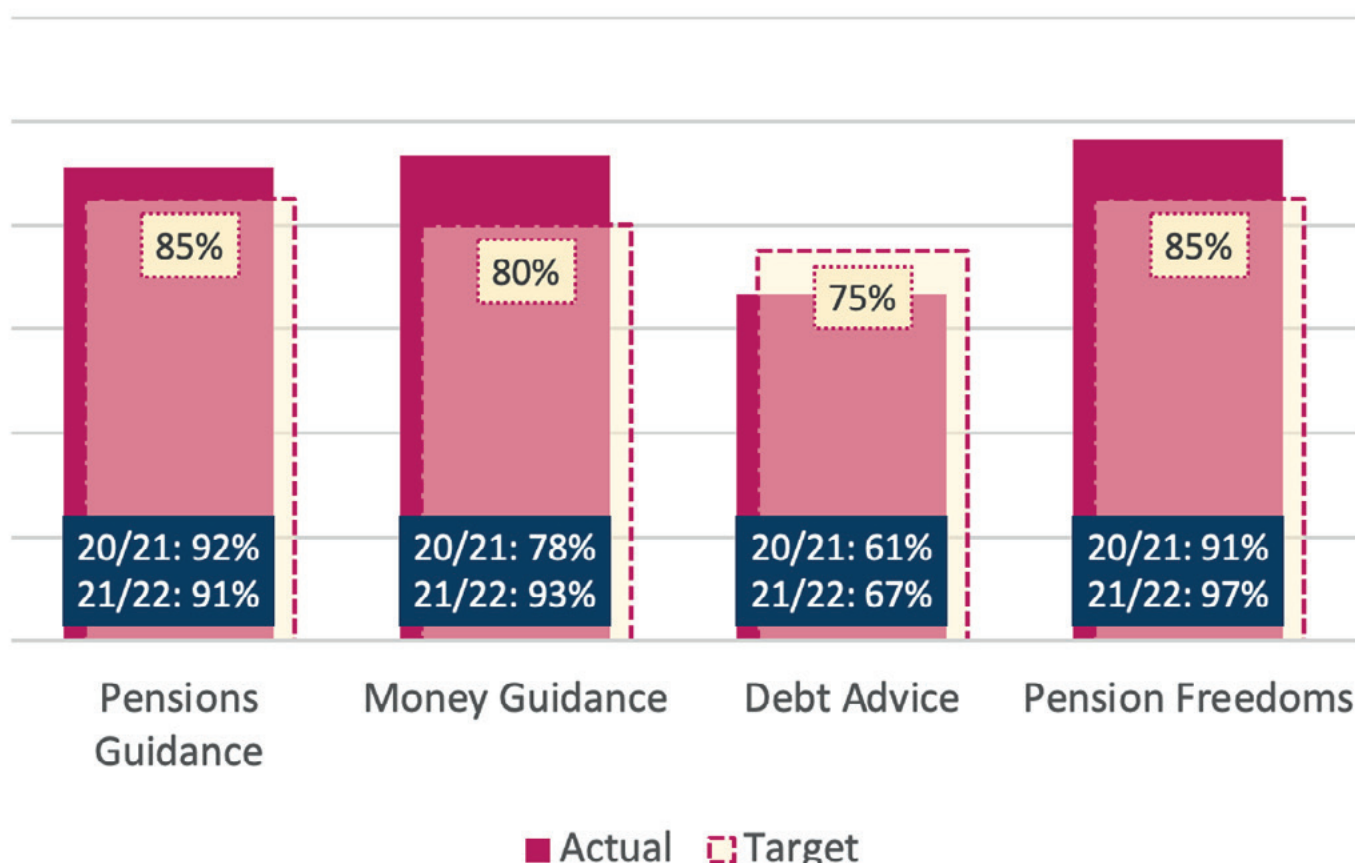
\* **Engaged digital sessions** Defined as visits to our website for 60 seconds or more.

### ***Quality Assurance Performance Summary***

In 2021/22 we continued to see improvements in quality assurance scores across our services. Although, the score for Pension Guidance reduced marginally by 1 percentage point (from 92% in 2020/21 to 91% in 2021/22), we saw significant increases in quality scores relating to Money Guidance (from 78% to 93%), and Pension Freedoms (91% to 97%). Our quality scores for Debt Advice also increased from 61% to 67%, as a result of continuous improvement work and training across the sector in 21/22. In contrast to other service areas, the

quality of Debt Advice was assessed against a separate framework, the Debt Advice Peer Assessment Scheme which ceased on 31 March 2022. For 22/23, MaPS has taken a conscious business decision to move all quality assurance assessment to a model that is more outcomes focussed and consistent for measuring our services. The quality assurance approach now used is fully aligned to, and in compliance with, the FCA approved MaPS Standards. As a result, we are now seeing higher quality scores realised for Debt Advice.

### Quality

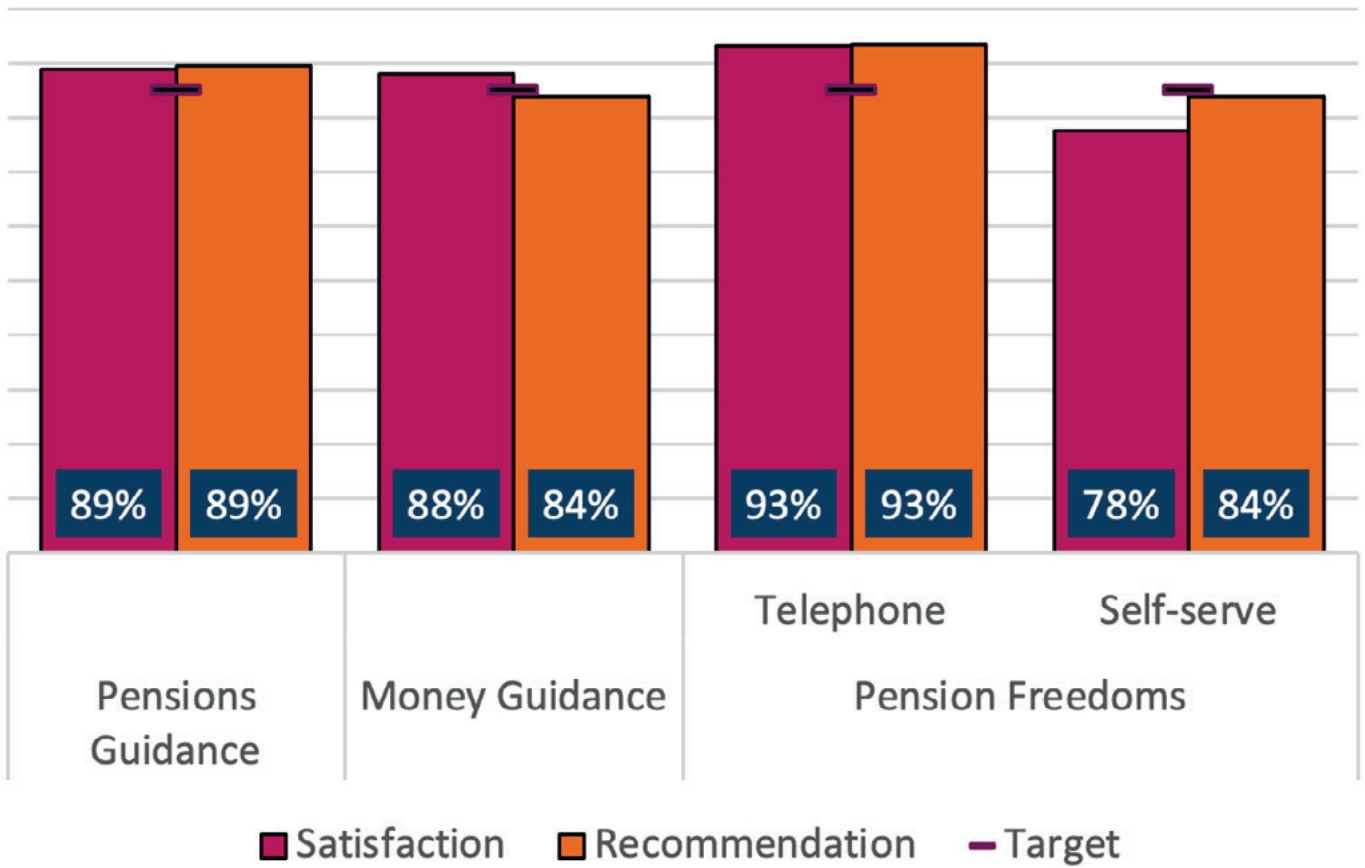


## Customer Satisfaction Performance Summary

In 2021/22 we scored highly for both customer satisfaction and recommendation across Pensions

Guidance, Money Guidance and Pension Freedoms (Pension Wise) as illustrated in the chart below.

Customer Satisfaction



**Satisfaction:** % Satisfied with the service they received (Very/Fairly satisfied)

**Recommendation:** % Likelihood to recommend (ratings from 7 to 10)

# Service Performance Analysis

## *Debt Advice*

MaPS is the largest single funder of free-to-access debt advice in England and works alongside Delivery Partners across the UK to make debt advice easier and quicker to access, and to improve standards and quality across the sector.

We anticipated that the demand for debt services in particular would increase throughout 2021/22 as a result of the adverse impact of Covid-19 on individuals' financial positions. However, due to a series of interventions, such as creditor forbearance measures and the furlough scheme extension, we have not seen the expected increase in demand for debt advice. We ended the year achieving 83% of target (442,721 against the target of 536,000 debt advice sessions in England). Despite the forecast demand not yet materialising in 2021/22, we delivered 71,737 more sessions than in 2020/21 (370,984).

The 71,737 additional sessions were delivered by an increase in overall service funding of £4.2m for Debt Advice services and its supporting functions this year. The increase in spend (5%) translated into a 19% increase in sessions delivered due to the investment in capacity built up in 2020/21 as part of our response to Covid.



- 2021/22 was a development year for MaPS's evaluation of Debt Advice quality. A new research programme has been introduced to measure voice of the customer service quality focussing on satisfaction of the interaction and longer-term outcomes and will produce improved reporting on quality from 2022/23.

## ***Money Guidance***

The demand for our money guidance tracked closely to forecast throughout the year only dropping below forecast in July 2021 and in January 2022. We ended the year achieving 94% of target (221,208 against the target of 235,000 money guidance sessions). In year, we made improvements to the customer journey, which has resulted in people being directed more quickly to where they need to be, particularly on debt and scams. These improvements will be extended in 2022/23, increasing the capacity to support more customers with more complex needs.

We increased oversight of Money Guidance and focused on improving quality. As a result in 2021/22 Money guidance has experienced positive feedback from those using the service – across the full year, 88% of telephone customers reported being fairly or very satisfied, and 84% are likely to recommend the service to others.

Spend on the Money Guidance call centre has remained at levels consistent to the previous year, however, an increase in resource utilised to oversee and assure quality coupled with more complex calls saw volumes

drop by 11% on 2020/21 levels. This along with lower than expected staff and IT costs relating to Money Guidance, resulted in a net reduction in spend of £2.7m from the previous year.

## ***Pensions***

For Pensions Freedoms we achieved 95% of target (204,432 appointments arranged and self-service journeys completed against the target of 215,000) and for Pension Guidance we achieved 91% of target (185,850 sessions against the target of 205,000).

We suspect that a contributing factor to MaPS not fully achieving the target was a continued reduction in transfers from pension providers (our biggest service generator) due to a reduction in enquiries to them during COVID 19 – a pattern identified in 2020/21. However, we will not be able to confirm this factor until data is published at the end of 2022.

The integration of our Pensions Services (Pensions Guidance and Pensions Freedoms) branding into *MoneyHelper* is now established. However, as expected, there was a transition period as consumers and stakeholders became accustomed to the new *MoneyHelper* brand. This low brand awareness impacted on performance for a period after the new brand was launched, but it is improving as the brand becomes embedded.

MaPS pensions services have seen consistently very high satisfaction scores. For Pensions Guidance, 89% were satisfied (fairly or very) and 89% would recommend. For those taking Pension Wise telephone appointments it is even higher at 94% satisfied (78% for those using self-service via the Pension Wise website) and 94% likely to recommend (84% for self-serve).

Spend on both Pensions streams increased substantially in 2021/22. The in year increase was £9.4m, which was 26% more than was spent in 2020/21 and is due to the increasing development of the Pensions Dashboard Programme and the completion of the MaPS Dashboard alpha phase. Excluding dashboard, on a like for like basis, spend on front line pension services dropped by £3.9m to 93% of 2020/21 Pension Freedom spend and 76% of 2020/21 Pension Guidance spend which is reflective of the number of sessions delivered in both areas.

## **Engaged Digital Sessions**

We ended the year with a total of circa 16.3m engaged digital sessions (78% of our target of 21 million). We were also able to record a large volume of extended digital sessions across multiple guidance web pages and specifically we saw an increase with over 350k money guidance tools and over 600k pensions tools utilised by consumers. This channel shift to digital will continue in 2022/23 in order to ensure we target those most in need of our direct guidance services.

## UK Strategy for Financial Wellbeing

Following discussions with the Devolved Administrations and other stakeholders, Delivery Plans for each nation of the UK were published in Spring 2022. The four Delivery Plans set out initiatives which will help drive progress towards the National Goals of the UK Strategy for Financial Wellbeing.

In anticipation of their publication our UK Partnerships Team engaged with large employers, local authorities, NHS Trusts and umbrella bodies representing small and medium employers to promote MaPS services and encourage those organisations to develop financial wellbeing strategies for their staff, customers, patients and service users.

Examples of our partnership work include:

- a Money & Mental Health Decision Tool being piloted within the Cumbria, Northumberland, Tyne and Wear NHS Trust;
- The Lighthouse Project, a charity providing support to construction workers and their families now use MoneyHelper tools on their website, and their advisors are going through the MaPS Money Guider programme.;
- Following engagement with BT Group, the mobile network operator EE is now a referral partner for the Money Adviser Network;

Financial wellbeing support is embedded into the Welsh Government's Jobs Growth Wales Plus programme.

## **Building on strong foundations**

We have continued to invest in the foundations of our organisation. A key element of this is ensuring we attract and retain the right people that share our values of caring, connecting and transforming. We have implemented useful tools for both candidates and hiring managers, launched our Equality, Diversity and Inclusions (EDI) action plan, which has included regular EDI content published across channels, including our dedicated EDI intranet page, more volunteer led networks and working towards disability confidence, and launched a new occupational health service to support employees' wellbeing.

In January 2021 we published a set of standards – a requirement set out in The Financial Guidance and Claims Act 2018 – in relation to persons providing information, advice, or guidance in pursuance of the body's, Pension guidance function, Debt advice function and Money guidance function. This financial year we have implemented our MaPS Standards, and we will embed the new ways of working during 2022/2023. We have also done a lot of work on strengthening our internal governance, risk management and operational controls, including implementing new compliance and assurance frameworks.

The 2021-22 Annual Internal Audit Opinion resulted in an improved finding from 2020-2022 demonstrating the progress the organisation has made over the past 12 months.

## Consumer protection

In line with our legal remit, we have continued to work closely with the Financial Conduct Authority (FCA), The Pensions Regulator (TPR) and the Pension Protection Fund (PPF) to share our insight into emerging consumer risks and threats.

In August 2021 we established a financial crimes and scams unit to ensure that our customers are receiving the right guidance and are signposted to the correct organisations where appropriate.

## Risks we managed

During 2021/22 we were implementing our Risk Management Framework (RMF) which is designed to be a documented structured process for identifying potential threats, our strategy for eliminating or minimising the impact of these risks, and a mechanism to monitor and evaluate this strategy. An example of the some of the risks identified and mitigated in our portfolio of change through this period included:

- **Website brand and migration:** The Implementation of a new consumer brand which replaced the three legacy organisations posing a risk of a reduction in

volumes and low awareness of the new organisation with consumers thus impacting on our KPIs.

- **The impact of Covid-19:** The potential increase in demand for our services ensuring we had sufficient capacity and resources to service the potential uplift with view to mitigating the impact on our consumers and protecting our reputation.
- **Mandatory pensions changes (Due Diligence & Stronger Nudge):** Preparing for the policy changes in the Pensions landscape and ensuring we have sufficient skills and capacity to service the increase in demand.
- **Debt Commissioning:** Communicating to the sector our intention to move from grants to contracts in the provision of Debt Advice services and putting in place a structured programme to coordinate the activity required.

# Accountability Report

## Directors' Report for the Year Ended 31 March 2022

The Directors of MaPS present their report, together with the audited financial statements on pages 133 to 139 and associated notes on pages 140 to 166 for the year ended 31 March 2022.

### Establishment

MaPS was created under the temporary name of the SFGB on 1 October 2018, under the Financial Guidance and Claims Act 2018. It is an arm's-length executive non-departmental public body, sponsored by the DWP. Under the Act, transfer schemes transferred all the staff, property, rights and liabilities of the Money Advice Service (MAS), The Pensions Advisory Service (TPAS) and Pension Wise to the SFGB/MaPS on 1 January 2019.

On 6 April 2019, the SFGB was renamed as the Money and Pensions Service (MaPS). This was done under the Financial Guidance and Claims Act 2018 (Name and Consequential Amendments) Regulations 2019.

### Principal Activities

We have five core functions:

- **Debt Advice:** we provide free and impartial information and advice on debt to members of the



public in England and are the biggest funder of free debt advice. Delivery is through our partner organisations via a mix of on-line, call-centre, and face-to-face

- **Money Guidance:** we provide free and impartial information and guidance designed to enhance people's understanding and knowledge of financial matters and their ability to manage their own financial affairs. Delivery is through our website, call centre and webchat
- **Pensions Guidance:** we provide free and impartial information and guidance to members of the public on matters relating to occupational and personal pensions
- **UK National Strategy:** we are working to develop and co-ordinate a national strategy for financial wellbeing to improve the financial capability of members of the public, the ability of members of the public to manage debt and the provision of financial education to children and young people
- **Consumer Protection:** we have a remit to help protect consumers against financial scams. We notify the FCA when we become aware of practices carried out by FCA-regulated entities which we consider to be detrimental to consumers, and consider the effect of unsolicited direct marketing on consumers of financial products and services

In addition, MaPS is further required to provide advice and assistance to the Secretary of State on matters relating to the functions above, on the establishment of a debt respite scheme, and to develop and deliver Pensions Dashboards that will allow people to access their pension information securely and in one place.

## Directors

The founding members of the MaPS Board were appointed by the Secretary of State for Work and Pensions in 2018, including the first Chief Executive Officer (CEO) and Chief Financial Officer (CFO). Subsequent Executive Board appointments have been made by the MaPS Board with the approval of the Secretary of State for Work and Pensions.

The Directors of MaPS who served during this reporting period, together with their appointment dates, are shown below:

<b>Non-Executives</b>	<b>Appointment Date</b>	<b>End of Current Term</b>
Sir Hector Sants	Appointed 3 October 2018	30 September 2023
Ann Harris OBE <sup>1</sup>	Appointed 1 October 2018	31 March 2023
Tim Jones CBE	Appointed 1 October 2018	31 December 2021
Moray McDonald <sup>2</sup>	Appointed 1 October 2018	31 January 2022
Professor Elaine Kempson CBE	Appointed 1 October 2018	31 July 2022
Alex Heath	Appointed 1 March 2021	28 February 2025

1. Ann Harris was appointed with a term ending on 30 September 2020. The term was subsequently extended to 31 March 2023.

2. Moray McDonald resigned, effective 31 January 2022, term end date was 31 July 2022.

<b>Executives</b>	<b>Appointment date</b>	<b>Contract End Date</b>
Caroline Siarkiewicz, Chief Executive Officer	27 January 2020	26 January 2024
Mal Singh, Chief Financial Officer	1 April 2021	31 December 2024

Further details of MaPS' Directors are included in our Governance Statement for the year ended 31 March 2022 (see page 40).

## Disclosure of Information to the Auditor

Each of the Directors in office, at the date the Directors' Report is approved, confirms that:

- so far as the Director is aware, there is no relevant audit information of which MaPS' auditors are unaware
- it is expected that the Director has taken all the steps that he/she ought to have taken as a Director in order to make him/her aware of any relevant audit information and to establish that MaPS' auditors are aware of that information

## External Auditors

Under the Financial Guidance and Claims Act 2018, the Comptroller and Auditor General (C&AG) was appointed the Statutory Auditor of MaPS.

## Freedom of Information

The Freedom of Information Act (FOIA) 2000 provides the public with the right to request information held by all public authorities in England, Wales and Northern Ireland. The FOIA is regulated by the Information Commissioner's Office (ICO). All requests must be made in writing, i.e. letter, email, social media, online form etc.

The person making the request needs to provide:

- their name
- a contact address

- a clear description of the information they require

The statutory time limit for public authorities to reply is 20 working days.

As a result of the debt recommission exercise, we saw a spike in the number of FOI requests which were dealt with in line with our legal obligations and set out in the MaPS' FOI Policy which sets out the organisation's legal obligations under the Act. The policy is subject to regular review to reflect best practice and ensure compliance with any changes or amendments to the legislation. Further details can be accessed on the MaPS website at:

<https://moneyandpensionsservice.org.uk/wp-content/uploads/2020/06/freedom-of-information-policy.pdf>

MaPS dealt with 23 FOI requests between 1 April 2020 and 31 March 2021 and 49 requests between 1 April 2021 and 31 March 2022.

The following table shows the number of requests received each financial year according to specific category.

Freedom of Information Requests	Year Ended 31 March 2022	Year Ended 31 March 2021
Corporate	13	12
Customer Data	0	1
Commercial	29	2
Communication	0	1
Environment	0	0
Governance	0	1
Information Technology	7	6
<b>Total</b>	<b>49</b>	<b>23</b>

Of the 29 Commercial FOIs received, 12 related specifically to Debt Commissioning as a result of MaPS' intention to move from grants to contracts. In light of the concerns raised, the competition was not concluded and we are reviewing our approach for regional debt advice delivery

## Complaints

A complaint is defined as an expression of dissatisfaction made about the quality of services, actions, or lack of action, made directly to MaPS or through one of its commissioned Delivery Partners. It can be made in writing, in person, by phone or email etc.

MaPS has a clear process for investigating and escalating complaints. The final stage involves our

external arbitrator, Parliamentary and Health Service Ombudsman (PHSO).

In the last financial year, 1 April 2021 to 31 March 2022, one complaint was escalated to the PHSO (1 April 2020 to 31 March 2021, three complaints were escalated).

The Ombudsman noted some areas for improvement in the complaints process but supported MaPS complaint decision. No formal recommendations were made and the complaint was not upheld.

The following table shows the number of complaints that have been referred to the PHSO.

Year Ended 31 March 2022	Year Ended 31 March 2021
1	3

## Internal Auditors

PricewaterhouseCoopers (PwC) provided internal audit services to MaPS via a contract for the financial year 2021/22. The MaPS Audit, Risk & Assurance Committee (ARAC) approved the Internal Audit Plan for 2021/22 at its meeting in April 2021. The programme of work was undertaken with outcomes and reports being shared for approval by the ARAC at quarterly intervals.

In addition, PwC carried out two advisory and two follow-up reviews. For further information on internal audit see page 83.

The Strategic and Directors' Report was approved by the Board on 11 October 2022 and signed below by Order of the Board.

A handwritten signature in black ink, appearing to read 'C. Siarkiewicz', with a large, stylized flourish at the end.

By Order of the Board  
Caroline Siarkiewicz  
Chief Executive Officer  
Date: 19 October 2022





# **Statement of Accounting Officer's Responsibilities**

# Statement of Accounting Officer's Responsibilities

Under the Financial Guidance and Claims Act 2018, the Secretary of State for Work and Pensions has directed MaPS to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction.

The financial statements are prepared on an accruals basis and must give a true and fair view of the state of affairs of MaPS and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the financial statements, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the Accounts Direction issued by the Secretary of State for Work and Pensions, 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 as set out in the Government Financial Reporting Manual

have been followed, and disclose and explain any material departures in the financial statements

- prepare the financial statements on a going concern basis
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable

The Secretary of State for Work and Pensions has appointed the Chief Executive as Accounting Officer of MaPS. The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable, for keeping proper records and for safeguarding MaPS' assets, are set out in Managing Public Money published by HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that MaPS' auditors are aware of that information.

So far as I am aware, there is no relevant audit information of which the auditors are unaware.



Caroline Siarkiewicz  
Accounting Officer

Date: 19 October 2022



# **Governance Statement**

# Governance Statement

## Scope of Responsibility

I have been Accounting Officer since my appointment as Acting Chief Executive Officer on 15 June 2019 and have since been appointed CEO on 27 January 2020 (with responsibilities temporarily transferring to the Chief Operating Officer in the reporting period from September 2020 to January 2021).

As Accounting Officer for MaPS, my responsibilities include ensuring the propriety and regularity of our public finances, keeping proper records, and safeguarding our assets. These are set out in Managing Public Money published by HMT. I am accountable (through the DWP Principal Accounting Officer) to Parliament. I am also required to provide assurances about the stewardship of MaPS. These assurances are provided in this Governance Statement, in line with HMT guidance.

I can also confirm that all transactions and balances included in the MaPS 2021/22 financial statements were recognised in accordance with the relevant legislation and International Financial Reporting Standards (IFRS) as adopted by the European Union.

I also confirm to the best of my knowledge and belief that:

- all transactions undertaken have been properly reflected and recorded in the financial statements, and all material liabilities, both actual and contingent,

and all material guarantees that we have given to third parties, including oral guarantees made by the Service and the group on behalf of an affiliate, Director or officer of any other third party, have been properly recorded or disclosed

- all significant assumptions used by us in making accounting estimates, including those surrounding measurement at fair value and review of impairments, are reasonable

In providing this statement, I have taken into account the assurance provided by the internal auditor's annual opinion, the Boards effectiveness review, the DWP's Departmental Review, the annual review of our financial statements by our external auditors and the early outputs from the newly established control frameworks.

## Overview

MaPS is independent of the DWP in carrying out its statutory function. However, the DWP ensures that MaPS is at all times capable of exercising its function and that it is operating within the framework agreement.

The Chief Executive Officer is the Accounting Officer of MaPS and is personally responsible for:

- safeguarding the public funds for which she has charge
- ensuring propriety and regularity in the handling of those public funds

- the day-to-day operations and management of MaPS
- ensuring that MaPS as a whole is run in accordance with the principles of Managing Public Money (MPM), Cabinet Office Controls and Public Contracts Regulations (2015 PCR)

In parallel to my responsibilities as Accounting Officer the Chair of the Board is responsible for the effective coordination and management of the Non-Executive Board of Directors. The Board provides crucial expertise, support and challenge to me in my role as Accounting Officer. In line with good governance practices our Board Chair led a Board Effectiveness review using relevant codes of best practice. The review identified several key strengths including the experience of the NEDs, governance framework, board and subcommittee good practice, stakeholder engagement and openness to review and improve. The review made recommendations to develop the balance of time that was focused on priority issues and needs and that the Board and subcommittee structure is developed as the organisation matures. These findings are aligned with the recent Departmental Review from our sponsoring Department (DWP).

During the year MaPS underwent its first Departmental Review commissioned by the Secretary of State for the Department for Work and Pensions and led by an independent team which found that 'the statutory functions performed by MaPS are still required and best

delivered by MaPS. The Review focused on Governance, Accountability, Efficacy and Efficiency identifying 19 areas for improvement and a subsequent programme has been established to implement the recommendations in full. This includes developing MaPS governance practices to ensure the board composition was able to meet the future needs of the organisation, the Chair and CEO working effectively together to ensure the Chair and NEDs maintain their non-Executive roles in practice focusing on supporting the Executive to deliver the corporate plan, moving towards less frequent Board meetings.

Last year MaPS put in place an action plan to improve our internal controls environment. Having reviewed progress against the action plan and the evidence provided from risk management and from the internal auditors' annual opinion, I have concluded that MaPS has a generally satisfactory system of internal control, with some further improvements required. This marks an improvement on the position reported in 2020/21, and we will be building on this progress and setting new objectives to further strengthen internal controls.

I am content that we continue to make improvements to our frameworks of governance, risk management, and control while recognising that further progress is required. As the organisation moves forward and matures, we will continue to set ourselves stretching goals whilst measuring ourselves against the highest standards of best practice.



# Governance Framework of MaPS

## The Board and its committees



### **Sir Hector Sants** **Chairman**

Before becoming Chair of the Money and Pensions Service, Hector was Chair of StepChange, the UK's largest debt advice charity. He brings vast knowledge and experience to MaPS having spent more than 30 years working in financial services and regulation, including serving as the CEO of the Financial Services Authority, European CEO of Credit Suisse and Head of Compliance at Barclays. Outside of financial services his work has included Chairing the Oxford University Said Business School and being an NHS non-executive director.

Since retiring from full-time work, Hector has been working to help people manage their money as well as circumstances allow and promoting a fairer financial system which works for everyone. He is currently a trustee of Just Finance, a charity which collaborates with The Church of England to promote a fairer financial system.



## **Caroline Siarkiewicz**

### **Chief Executive Officer**

Prior to her role as Chief Executive, Caroline was Acting CEO, during which time the organisation developed and published the UK Strategy for Financial Wellbeing.

As the former Partnerships and Commissioning Director, Caroline held an executive management board role with overall responsibility for MaPS' relationships with partners throughout the UK, and for money guidance and debt advice operations with a commissioning budget of approximately £50m a year.

Previously, Caroline was Head of UK Debt Advice at the Money Advice Service (MAS), a member of the executive leadership team leading the development of new ways of working with the debt advice sector.

Before this, Caroline was also Chief Executive of the Institute of Money Advisers, where she developed a new professional qualification for advisers and initiated a five-year strategy that doubled membership and substantially increased revenues.



## **Mal Singh**

### **Chief Financial Officer**

Mal brings with him extensive experience of senior finance roles within digital, welfare reform, operations and strategy. Most recently Mal was Chief Financial Officer and Board Member for BPDTS Ltd, a digital technology company owned by the Department for Work and Pensions (DWP). Before joining the DWP in 2009, Mal worked at HM Treasury where he led on the financial management reforms across Whitehall.



## **Ann Harris OBE, CPFA (Non-Executive Director and Chair, Audit, Risk and Assurance Sub-committee)**

Before joining the Money and Pensions Service board, Ann was the Chair and a Non-Executive Director of the Pensions Advisory Service. She previously worked for 40 years as a civil servant, latterly holding senior Civil Service roles in finance and programme management. She was awarded an OBE in 2009 for her services to the DWP. Ann's roles outside the Money and Pensions Service include Non-Executive Director and Chair, Audit, Risk and Assurance Committee for Social Work England and Chair of Dunstable and District Citizens Advice.



**Professor Elaine Kempson CBE (Non-Executive Director and Chair, Remuneration and People Sub-committee from 1st February 2022)**

Emeritus Professor at the University of Bristol, Professor Elaine has nearly 30 years' experience of research and policy analysis on consumer behaviour and the provision of both government and commercial services. She was previously a consultant with both the World Bank and the OECD and carried out the first two independent reviews of the Banking Codes. She is currently a Non-Executive Director of the Lending Standard Board and the Standard Life Foundation, and she was also a member of the MAS Financial Capability Strategy Board. In 2007, Elaine was awarded a CBE for services to the financial services industry.



## **Alex Heath (Non-Executive Director and appointed Chair, Finance and Investment Sub-committee from 1st January 2022)**

Alex is a digital pioneer, having spent his early career building the UK's first cable communications network with Virgin Media and its first online investment portal as CEO of interactive investor. In recent years he has founded CrowdRating, a screening service for equity crowdfunding investors, and is Non-Executive Chair of Fairer Finance, the independent provider of product and customer experience ratings on consumer finance and insurance products. He is also Non-Executive Chair of Artfinder, the UK's leading on-line market place for affordable art.



**Moray McDonald (Non- Executive Director and Chair, Remuneration and People Sub-committee) (Left 31st January 2022)**

Moray has worked across retail and business financial services in the UK, Southern Europe and Asia for more than 30 years. He has contributed to financial policy through Australian and UK Central Bank enquiries, CMA Hearings and Treasury Select Committee appearances. He chaired the UK Council of Mortgage Lenders and was a member of the British Bankers' Association/UK Finance Retail Board, delivering innovations such as open banking standards, current account switching and Digital Cheque Imaging.

His not-for-profit interests include chairing two Australian charities and, in 2017, forming an informal group with the CEOs of the three main UK debt advice charities to improve the debt advice journey for customers.



**Tim Jones CBE (Non-Executive Director and Chair, Finance and Investment Sub-committee) (Left 31st December 2021)**

Tim is Executive Director of Tata Limited, representing the Tata Group in the UK. He has a background in financial services spanning payment systems, retail banking, pensions and institutional stockbroking. Earlier in his career, Tim spent 17 years at NatWest Bank. Previous executive roles include CEO of the Personal Accounts Delivery Authority (PADA) and the National Employment Savings Trust (NEST) for the Department for Work and Pensions. Previous Board positions include Capital One Bank (Europe) plc in London and ITG Inc in New York. In recognition of his work, Tim was awarded a CBE in 2015 for his services to the pensions industry.



The graphs below show the composition of MaPS' Board structure as of 31st March 2022 and 2021

Balance		Gender	
2020/2021	<p>75% Executive, 25% Non-Executive</p>	2020/2021	<p>38% Male, 62% Female</p>
2021/2022	<p>67% Executive, 33% Non-Executive</p>	2021/2022	<p>50% Male, 50% Female</p>

## Executive Directors



### **Jenny Liebenberg (People, Culture and Skills Director)**

Jenny joined MaPS from the Department for Work and Pensions where she was the HR Director for Digital. Making a real difference in the lives of real people is at the core of Jenny's values. She has spent the last 17 years in the Civil Service where she held senior positions in human resources, strategy, change, public policy and communications. She has worked in the Home Office, Ministry of Justice and the Department of Health and Social Care. Before emigrating from South Africa in 2002, Jenny worked in the private sector for civil engineering companies, leading on communications and corporate social responsibility projects.



## **Sarah Porretta (Strategy and Insight Director)**

Sarah joined us from MAS where she led on corporate strategy and the financial capability strategy for the UK. She brings a significant understanding of industry needs and requirements to MaPS. Before her role at MAS, she was Head of Financial Inclusion and Education at Lloyds Banking Group, where she created a group-wide strategy for financial inclusion and founded Money for Life – a UK-wide financial education programme. Sarah has also held senior positions at Cadbury and BAA.



**Alex Connolly**  
**(Chief Operating Director)**

Alex has worked in the retail banking and pensions sectors for over 30 years, with the likes of TSB Bank, Barclays, Aviva and The Pensions Trust.

His passion and experience centre around helping organisations to meet customer needs effectively and efficiently. This has involved time spent in senior marketing, customer proposition, operations, transformation and strategy roles.



## **Eileen Pevreall (Chief Digital and Information Officer)**

Eileen has a proven background in Digital Transformation for mission-driven companies, working in the professional services, energy and transport sectors over the past 20 years.

She has had responsibility for consolidating Digital/IT activity across organisations and has worked with the business to create strategic roadmaps using Digital/IT as an enabler to improve and develop services for customers, leading and delivering organisational and technological change for business growth.



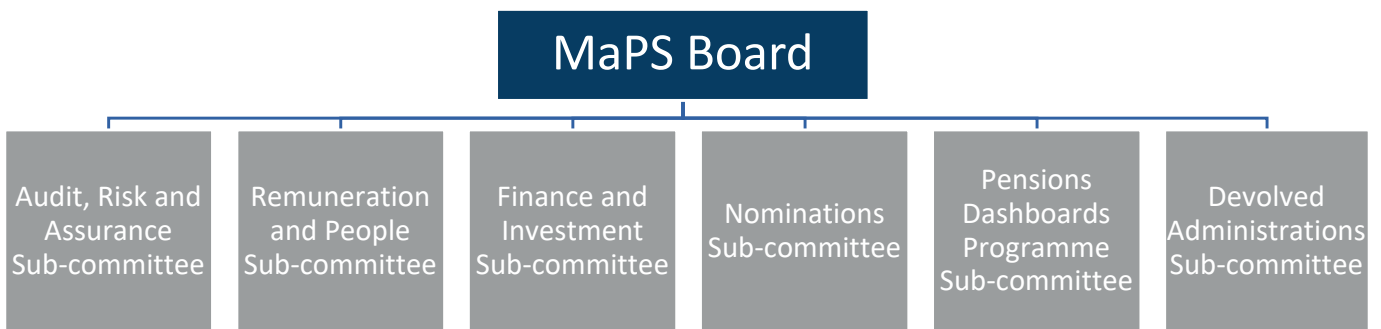
## **Mark Gray (Chief Risk Officer)**

Mark joined MaPS as Interim Risk and Compliance Director and was made its permanent Chief Risk Officer in April 2021, having previously advised various Government arm's-length bodies on their Risk, Compliance and Assurance Frameworks. He also set up the Risk and Compliance Department at the Government-owned British Business Bank where he was Chief Risk Officer for over five years.

Prior to working in the public sector, Mark was Chief Risk Officer at Shawbrook Bank and before that he spent ten years at General Motors Acceptance Corporation, a global financial services company.

In June 2018, Mark was appointed to the Board of the Marsden Building Society where he chairs the Board Risk Committee and in March 2022, he was appointed as an Independent Non-Executive Director to Sopra Steria Financial Services Limited.

# Governance Structure



The MaPS Board is responsible for ensuring that the statutory objectives are carried out and that the organisation is run in an appropriate and legal manner. The Board has six sub-committees which have delegated authority to support and advise the Executives in the running of the organisation:

Audit, Risk and Assurance Sub-committee

Remuneration and People Sub-committee

Finance and Investment Sub-committee

Nominations Sub-committee

Pensions Dashboards Programme Sub-committee

Devolved Administrations Sub-committee

At the end of the reporting period, the Board was composed of a Chair, three Non-Executive Directors, and two voting Executive Directors.

During the reporting period, Tim Jones and Moray McDonald left the Board on 31 December 2021 and 31

January 2022 respectively. The recruitment of four new Non-Executive Directors began in January 2022.

## **Board Duties/Responsibilities**

The Board has responsibility for the development and delivery of MaPS' strategic vision, strategic business plan, policies and services. It monitors performance and the quality of service and holds the Executive to account. The Board also has the responsibility for setting and supporting the organisational values and ensuring that these values embody MaPS' commitment to conduct business in accordance with the highest ethical standards and in compliance with all applicable laws, rules and regulations. Further details on the Board's responsibilities can be accessed on the MaPS website at:

<https://maps.org.uk/wp-content/uploads/2021/04/maps-board-terms-of-reference-march-2021.pdf>

During the period to 31 March 2022 the Board met to consider a number of key issues, including:

- MaPS' 3-Year Corporate Strategy and the 1-year Corporate Plan for delivery and volume targets
- Oversight of the Pensions Dashboards Programme
- Approval of funding for delivery of key priorities including MaPS Dashboard
- Agreeing the digital strategy and data roadmap



- Overseeing effective delivery of MaPS' ongoing response to customer needs including the consumer protection strategy, money guidance strategy and debt advice commissioning
- Ongoing support and consultation around the UK strategy for Financial Wellbeing
- Review of key organisational policies including: whistleblowing, conflicts of interest, and expenses, gifts and hospitality

## Board Performance

There were 8 full Board meetings during the period, with a further 7 meetings of at least 60 minutes to address time-sensitive matters and 8 workshop sessions covering items relevant to MaPS strategic priorities.

In April 2021, the Board reviewed an externally facilitated evaluation of its performance and effectiveness. This was followed up with an externally facilitated effectiveness workshop in December 2021. The resultant actions are owned equally by the Board and the Executive and will continue to inform the annual effectiveness review process. The Chair of MaPS and the Senior Independent Director also oversee the setting of individual Board member objectives, including for the CEO and specific outcomes required from sub-committees. Each Board member is also subject to a 360° peer review which forms part of their annual appraisal process, managed by the MaPS Chair.

The Non-Executive Directors continued attending meetings and subject-specific workshops as part of an ongoing induction programme and were involved in the business outside of Board meetings throughout the accounting period.

The Board and its sub-committees reviewed their terms of reference during the year, ensuring they remained fit for purpose.

## Register of Interests

The register of Board members' declaration of interests can be accessed on the MaPS website at: <https://maps.org.uk/wp-content/uploads/2022/05/Board-Register-as-at-10-May-2022.pdf>

# Board Sub-committees

## Audit, Risk and Assurance Sub-committee

The Audit, Risk and Assurance Sub-committee (ARAC) is chaired by Ann Harris OBE, MaPS' Senior Independent Director. The ARAC is responsible for reviewing and providing assurance to the Board on matters including the effectiveness of MaPS' internal controls, assurance, compliance and risk management systems, the integrity of financial statements and for oversight of the internal and external audit processes.

ARAC comprises three Non-Executive Directors, including a Chair, appointed by the Board. The Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Risk Officer (CRO) and other Executive Directors attend when appropriate. Additionally, representatives of the external auditors, internal auditors and the DWP attend all meetings of the Sub-committee.

As part of its standard cycle of business, ARAC met eight times during the period and considered matters including:

- monitoring of the Compliance, Quality Assurance, Risk Management frameworks, including MaPS standards
- a regular review of the organisation's Strategic Risk Register
- annual review of financial control and other relevant policies

- risk deep dives across a range of emergent issues identified by itself, the Board and agreed by the CEO

## **Remuneration and People Sub-committee**

The Remuneration and People Sub-committee (RemPCo) was chaired by Moray McDonald, a Non-Executive Director till 31 January 2022. The current Chair is Elaine Kempson, a Non-Executive Director. RemPCo comprises three Non-Executive Directors appointed by the Board and has responsibility for making recommendations to the Chair and the Board on remuneration matters and HR policies.

As part of its standard cycle of business, RemPCo met three times during the period and considered matters including:

- Places for Growth
- Equality and diversity
- Inclusion survey results

## **Finance and Investment Sub-committee**

The Finance and Investment Sub-committee (FinCom) was chaired by Tim Jones CBE, a Non-Executive Director till 31 December 2021. Due to a reduction in Non-Executive Directors, FinCom was absorbed into the Board's business, temporarily, from January 2022.

FinCom is primarily responsible for approving investment proposals and making recommendations to the Board on

matters including the business plan and budgets, and the monitoring of performance against budgets and value for money in all spending, procurement and management of key contracts. The sub-committee has delegated authority to approve investments and procurements with a whole life cost of up to £1m, and to agree reprioritisation within ring-fenced budgets up to the limits permitted in the Delegated Financial Authority, currently over £100k.

FinCom met six times during the reporting period.

As part of its standard cycle of business, FinCom considered matters including:

- review of the budget, delegated authorities and finance policies
- quality assurance for MaPS commissioning
- BAU procurement of services including: recruitment, content management and print production
- MaPS Dashboard
- Mental Health Access Mechanism
- Debt advice evaluation and commissioning
- MoneyHelper
- Funding for the Pensions Dashboard Programme

## Nominations Sub-committee

The Nominations Sub-committee (NomCo) is chaired by Sir Hector Sants, Chair of the MaPS Board. When discussing the Board Chair objectives and performance, the Senior Independent Director chairs this meeting. NomCo meets as required and comprises four Non-Executive Directors. It is tasked with:

- leading on the process for Board and sub-committee appointments and making related recommendations to the Board and to the Department for Work and Pensions
- leading on Board and Sub-committee effectiveness reviews
- setting of the objectives for the Board Chair, the Non-Executive Directors and the CEO
- setting the appraisal framework for the Board Chair, the Non-Executive Directors and the CEO

As part of its standard cycle of business, NomCo met three times during the period and considered matters including:

- Chair, CEO and Non-Executive Directors' performance
- External Board effectiveness survey
- Consideration of future Non-Executive Director recruitment

- Succession planning for the Executive Leadership Team
- In-year Sub-committee membership
- Current Board skills audit

## **Pensions Dashboards Programme Sub-committee**

The Pensions Dashboards Programme Sub-committee is chaired by Sir Hector Sants, Chair of the MaPS Board. It comprises four Non-Executive Directors including the Chair, plus MaPS' CEO and CFO. The Chief Digital and Information Officer, the Pensions Dashboards Principal, and the Pensions Dashboards Programme Director attend all meetings, with other Executive Directors present as required.

The sub-committee's main objective is to assure the Board that delivery of the Government's flagship Pensions Dashboards Programme is progressing according to plan and established governance protocols.

As part of its standard cycle of business, the Sub-committee met five times during the period and considered matters including:

- approval of the strategic outline business case
- updates to the Pensions Dashboards Programme governance model
- membership of the programme steering group

- review of key risks
- deep dive on identity verification

## **Devolved Administrations Sub-committee**

The Devolved Administrations Sub-committee is chaired by Sir Hector Sants, Chair of the MaPS Board. The purpose of the sub-committee is to provide a forum for MaPS to co-ordinate delivery of the UK National Strategy for money, pensions and debt guidance, in partnership with the Devolved Administrations of Northern Ireland, Scotland and Wales.

The sub-committee comprises the Chair, two Non-Executive Directors, the CEO and the CFO; the Propositions, Insights and External Engagement Director attends as required. Each devolved region is represented by MaPS Country Managers, Non-Executive Directors assigned to those regions, and Senior Members from the Devolved Administrations.

As part of its standard cycle of business, the sub-committee met three times during the period and considered matters including:

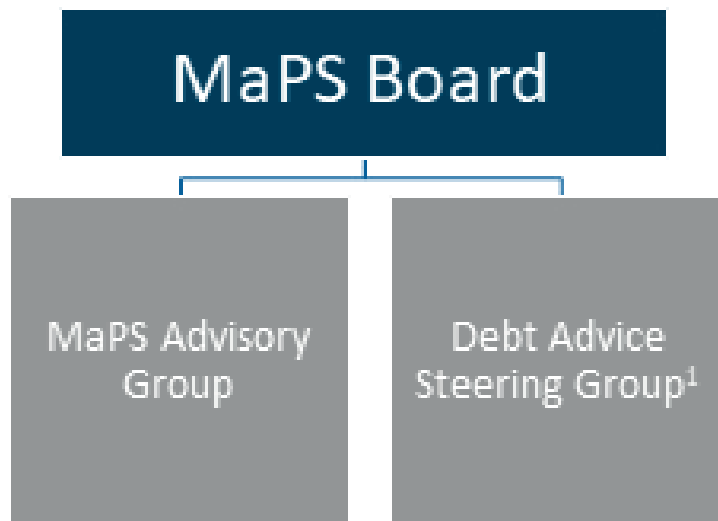
- Delivery Plans and MaPS plans for tracking progress
- MaPS Standards
- Overview of the Single Advice Fund in Wales
- debt advice delivery plans



- engagement plans between the Devolved Administrations and MaPS

## MaPS Advisory and Steering Groups

Advisory and Steering Groups provide input to the MaPS' Board and Executive on specific areas of activity.



1. As of 23 June 2021 this group has ceased with MaG responsibility widened to include Debt Advice

### MaPS Advisory Group

The MaPS Advisory Group (MAG) was established in May 2020 to advise the MaPS Board on the formulation and implementation of the UK Strategy for Financial Wellbeing (the Strategy) and Debt Advice. Within this remit, the MAG may be requested to:

- act as ambassadors for the Strategy

- provide a sounding board on the formulation and implementation of the MaPS business plan and strategy

Since September 2020, MAG has been chaired by Vim Maru, Group Director of Retail at Lloyds Banking Group. Further details can be accessed on the MaPS website at: <https://maps.org.uk/our-board/advisory-group-to-the-board/>

## Debt Advice Steering Group

The Debt Advice Steering Group (DASG) was set up to consider ways in which to ensure that everyone with problem debt reaches the best long-term outcome through an effective customer journey, funded in an efficient, fair and transparent way.

The DASG oversaw the action plan for the people in the financial difficulties strand of the UK Financial Capability Strategy.

## Board and Sub-committees' Details for the Year Ended 31 March 2022

The Board and Board Sub-committees met regularly during the year and details of the number of regular meetings held and attendance at those meetings is shown below.

	Board	Finance & Investment Sub-committee <sup>1</sup>	Audit, Risk & Assurance Sub-committee	Remuneration & People Sub-committee	Nominations Sub-committee	Pensions Dashboards Programme Sub-committee	Devolved Administrations Sub-committee
<b>Non-Executive Directors</b>							
Sir Hector Sants <sup>2</sup>	8/8 C	3/6	–	–	3/3 C	5/5 C	3/3 C
Ann Harris OBE	7/8	4/6	7/7 C	–	3/3	3/5	3/3
Elaine Kempson CBE	7/8	–	7/7	3/3 C <sup>3</sup>	3/3	4/5	1/1
Moray McDonald <sup>4</sup>	5/6	6/6	5/7	3/3 C	–	–	1/3
Tim Jones CBE <sup>5</sup>	6/6	5/6 C	–	2/3	2/2	–	2/3
Alex Heath	8/8	6/6	1/1	–	0/1 <sup>6</sup>	4/5	–
<b>Executive Directors</b>							
Caroline Siarkiewicz	8/8	5/6	6/7	1/3	–	4/5	3/3
Mal Singh	8/8	6/6	7/7	–	–	5/5	2/3
<b>C Chair</b>							
1. Due to a reduction in Non-Executive Directors, FinCom was absorbed into the Board's business, temporarily, from January 2022.							
2. The Board Chair stood down as member of the Finance & Investment sub-committee during 2021/22							
3. Became Chair 1 February 2022							
4. Term ended 31 January 2022.							
5. Term ended 31 December 2021							
6. Joined Nominations Committee 1 February 2022							

## Sub-committees' Membership as at 31 March 2022

	Board	Finance & Investment Sub-committee	Audit, Risk & Assurance Sub-committee	Remuneration & People Sub-committee	Nominations Sub-committee	Pensions Dashboards Programme Sub-committee	Devolved Administrations Sub-committee
<b>Non-Executive Directors</b>							
Sir Hector Sants <sup>1</sup>	C	✓	–	–	C	C	C
Ann Harris OBE	✓	✓	C	✓ <sup>2</sup>	✓	✓	✓
Elaine Kempson CBE	✓	–	✓	✓ <sup>3</sup>	✓	✓	✓
Moray McDonald <sup>4</sup>	✓	✓	✓	C	–	–	✓
Tim Jones CBE <sup>5</sup>	✓	C	–	✓	✓	✓	✓
Alex Heath	✓	✓	✓	✓ <sup>6</sup>	✓ <sup>7</sup>	✓	–
<b>C Chair</b>							
1. The Board Chair stood down as member of the Finance & Investment sub-committee in April 2021. This was ratified at the 27 April 2021 board meeting.							
2. Joined 1 February 2022							
3. Became Chair 1 February 2022							
4. Term ended 31 January 2022							
5. Term ended 31 December 2021							
6. Joined 1 February 2022							
7. Joined 1 February 2022							

## Executive Leadership Team

The Executive Leadership Team (ELT) oversees the day-to-day management of MaPS. ELT meetings are a forum for the senior management team to:

- deliver the strategic business plan
- drive operational delivery and monitor performance
- consider the risks to MaPS and agree mitigating actions
- endorse strategic papers and investment proposals for submission to the Board and sub-committees

The ELT is composed of:

Board Directors:

- Chief Executive Officer
- Chief Financial Officer

Executive Directors:

- Chief Operating Officer
- People, Culture and Skills Director
- Propositions, Insights and External Engagement Director
- Chief Digital and Information Officer
- Chief Risk Officer

Other:

- Director of Corporate Affairs (stepped down 22 June 2021, following changes to ELT structure)
- Pensions Dashboards Programme Director

## Internal Controls

The ELT supports the Chief Executive and the Board in ensuring our functions are exercised efficiently and effectively. ELT members provide shared assurance to the Chief Executive Officer in her role as the Accounting Officer for decision-making and for recommendations made to the Board. This includes assisting the Board, the Finance and Investment Sub-committee, the Audit, Risk and Assurance Sub-committee and the Remuneration and People Sub-committee by ensuring they are asked to make only necessary decisions and that they are provided with appropriate information and support.

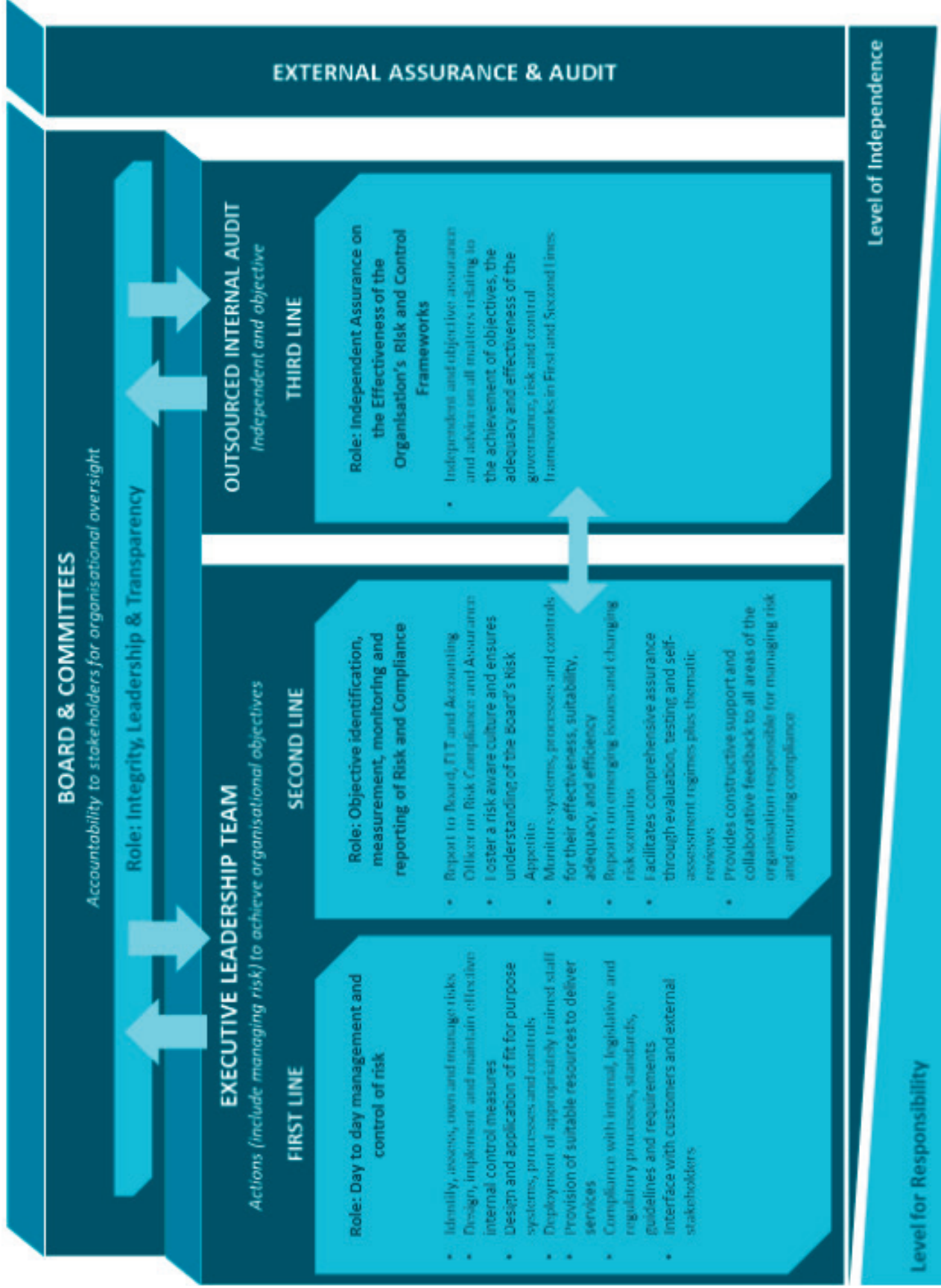
Over the course of the year, the Board was provided with management information on operational, financial, and commercial performance and monthly Executive Directors' reports. The ARAC also receives reports at each meeting primarily the Chief Risk Officer's report and details of the key audit activities undertaken against which it monitors recommendations.

We also have put in place the following:

- A Portfolio and Change tier 2 committee to coordinate and oversee change initiatives

- A new Project Management methodology
- An Operational Performance tier 2 committee to oversee and align first line performance, quality, and assurance across MaPS services
- A Quality Assurance Framework to support the quality management of MaPS services and outsourced delivery, including monitoring of the MaPS Standards
- Assurance and Compliance Frameworks to further strengthen the three lines of defence model
- Continued embedding of the Risk Management Framework and Risk Appetite Statement
- Assurance maps documenting key process, controls and improvement plans established for the entire organisation
- Internal control training to develop capability and understanding of the importance of robust governance, risk management and control

# Risk Management





MaPS has established, implemented a Risk Management Framework (RMF) which is supported and approved by the ARAC and Board. It is designed to be a documented structured process for identifying potential threats and our strategy for eliminating or minimising the impact of these risks as well as the mechanisms to effectively monitor and evaluate this strategy. The RMF is one of the three pillars of our Risk Management Approach at MaPS. The framework ensures we have an agreed and documented process for effectively identifying, measuring, mitigating, reviewing, monitoring and reporting the risks we face in line with corporate governance and best practice standards. Our focus for 2022/23 is to further embed risk management into the culture of MaPS to ensure risk is at the heart of decision making.

MaPS has adopted the Three Lines of Defence (3LoD) model in its approach to risk management. Everyone at MaPS has some responsibility for risk management. The Three Lines of Defence model provides a simple and effective way to help delegate and co-ordinate risk management roles and responsibilities within and across the organisation. The Board has overall accountability and responsibility for the management of risk within MaPS. The Audit, Risk and Assurance Sub-committee (ARAC) takes the lead in focusing on this responsibility for the Board.

## **Risk Management Approach (RMA)**

MaPS' Risk Management Approach consists of three pillars: A Risk Management Framework, a Compliance Framework and an Assurance Framework.

It sets out the approach to Risk Appetite (following Orange Book guidance), how this should be applied to meeting MaPS' objectives given the organisation's capability and capacity plus the Three Lines of Defence. It also articulates MaPS' commitment to a positive risk culture and raising risk awareness throughout the organisation as well as the roles and responsibilities of the Board, the Audit, Risk and Assurance Sub-committee (ARAC), the ELT Strategic Risk Committee (SRC), the Risk, Compliance and Assurance Directorate and the role of Risk Champions.

## **Risk Management Framework (RMF)**

The Risk Management Framework (RMF) describes a set of processes and methodologies that support MaPS in identifying, measuring, managing, monitoring and reporting on risks to the organisation in achieving its objectives. As such, it is aligned to the size, scale and complexity of MaPS and recognises MaPS' status as an arm's-length body (ALB) of the UK Government. The RMF informs the development of the risk management infrastructure and provides a sound basis for more informed decision-making across MaPS' operations

based on the Three Lines of Defence (3LoD) model and in conjunction with a Risk Appetite Statement (RAS).

## **Compliance Framework**

The Compliance Framework sets out the principles for MaPS' compliance with rules and regulations primarily in the spheres of financial guidance and advice and how MaPS should fulfil these obligations. It recognises that MaPS is not regulated to provide money or pensions advice and therefore the organisation must have policies and controls in place to ensure it does not inadvertently offer such advice. It also recognises that MaPS has a responsibility to monitor adherence to the MaPS Standards, agreed with the Financial Conduct Authority (FCA), and sets out how it will do this.

## **Assurance Framework**

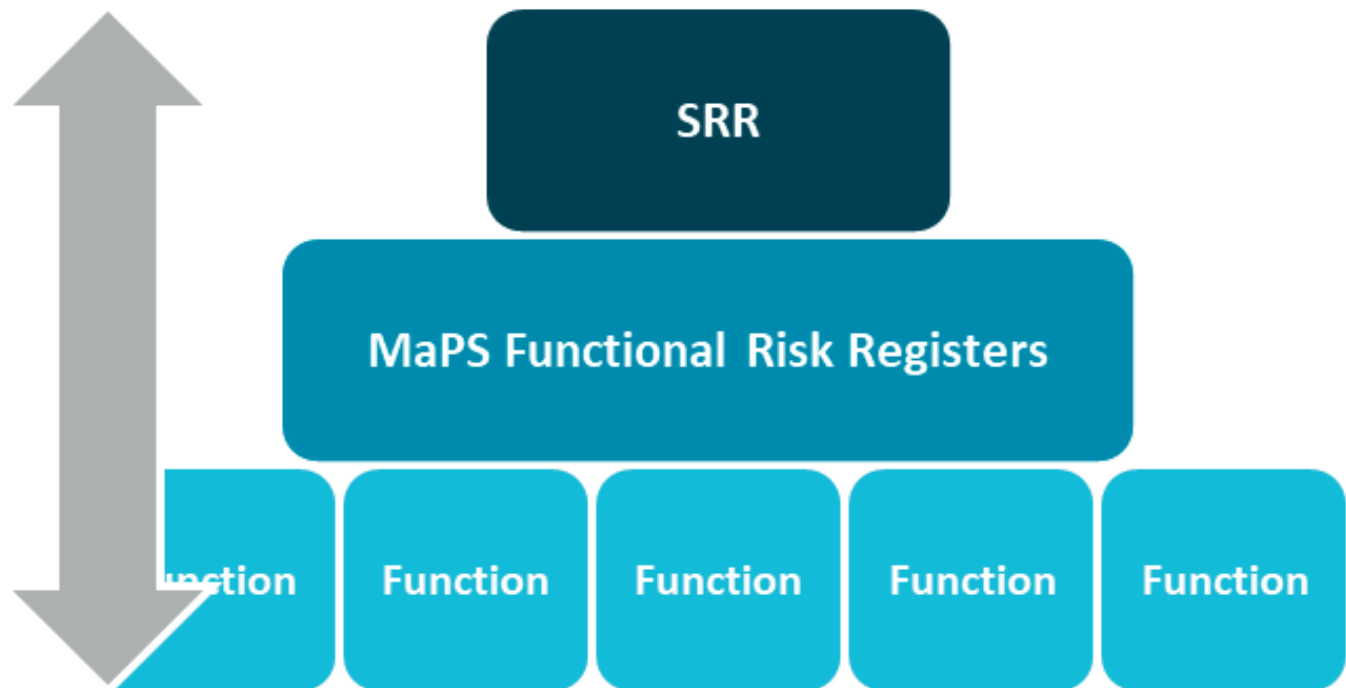
The Assurance Framework is designed to provide assurance to the Executive and Non-Executive members of the Board, the Accounting Officer, key external stakeholders, the Chief Risk Officer and other Executive officers of MaPS that the organisation has in place effective risk management procedures, robust and comprehensive controls plus a positive culture with regards to compliance. It supports the Accounting Officer in taking responsibility for the propriety and regularity of the public finances for which the Accounting Officer is answerable and more generally as an evidence base for statements contained in the Annual Report and Accounts.

The framework documents the arrangements whereby management in all Three Lines of Defence test and check that policies are in place, controls are working, conditions of agreements and contracts are being met and the organisation is providing services of sufficient quality to meet its obligations and broader policy aims. It acknowledges that MaPS outsources to third-party Delivery Partners many of its services and details how assurance should be obtained in these circumstances. The Assurance Framework dovetails with the Risk Management and Compliance Frameworks to report on whether they are operating effectively. It operates according to the Three Lines of Defence (3LoD) model and is aligned to the Board's Risk Appetite to ensure that assurances obtained are proportionate to the Board's appetite for risk.

These three frameworks operate in parallel with the shared objective of enabling MaPS to achieve its strategic, functional and change objectives. Transparency and availability of information between the three pillars ensures that risks identified through compliance and assurance activity are measured, monitored and reported. The RMF, through risk reporting, will guide compliance and assurance activity based on areas of concern in the MaPS risk profile.

The Audit, Risk and Assurance Sub-Committee (ARAC) and the Board review the Risk Management Approach (RMA) on an annual basis as part of their wider review of governance mechanisms.

## MaPS' Strategic Risks



‘Risk’ is defined as ‘an uncertain event or set of events that, should it/they occur, will have an effect on the achievement of objectives. MaPS recognises that some risk-taking is inevitable if the organisation is to achieve its objectives, and effective risk management is likely to improve performance against objectives.

Identified risks are captured on Risk Registers. There are three types of risk register used at MaPS, depending on the type of risk: Strategic Risk Register (SRR), Functional Risk Registers (FRR) and Programme/Project Risk Registers, we also monitor and update a list of emerging risks which are sometimes escalated to our Strategic Risk Register (SRR).

The SRR is owned by the Board and represents a ‘top down’ view of the most material risks to MaPS achieving its objectives. It is regularly reviewed by the ARAC

and bi-monthly at the SRC. A member of the ELT is designated as Senior Responsible Officer for ownership and resolution of each risk on the register.

Discussion of risks managed in year is included within the Performance Report.

## **Risk Appetite**

HM Treasury defines 'risk appetite' as 'the amount of risk that an organisation is prepared to accept, tolerate or be exposed to at any point in time'. It is measured according to a rising scale of appetite from averse to hungry. The definitions used by MaPS are consistent with those in the HM Treasury guidance.

These definitions are applied to categories of risk that MaPS could be exposed to in the delivery of its objectives. These categories are defined in a Risk Taxonomy, detailed in the Board's Risk Appetite Statement (RAS).

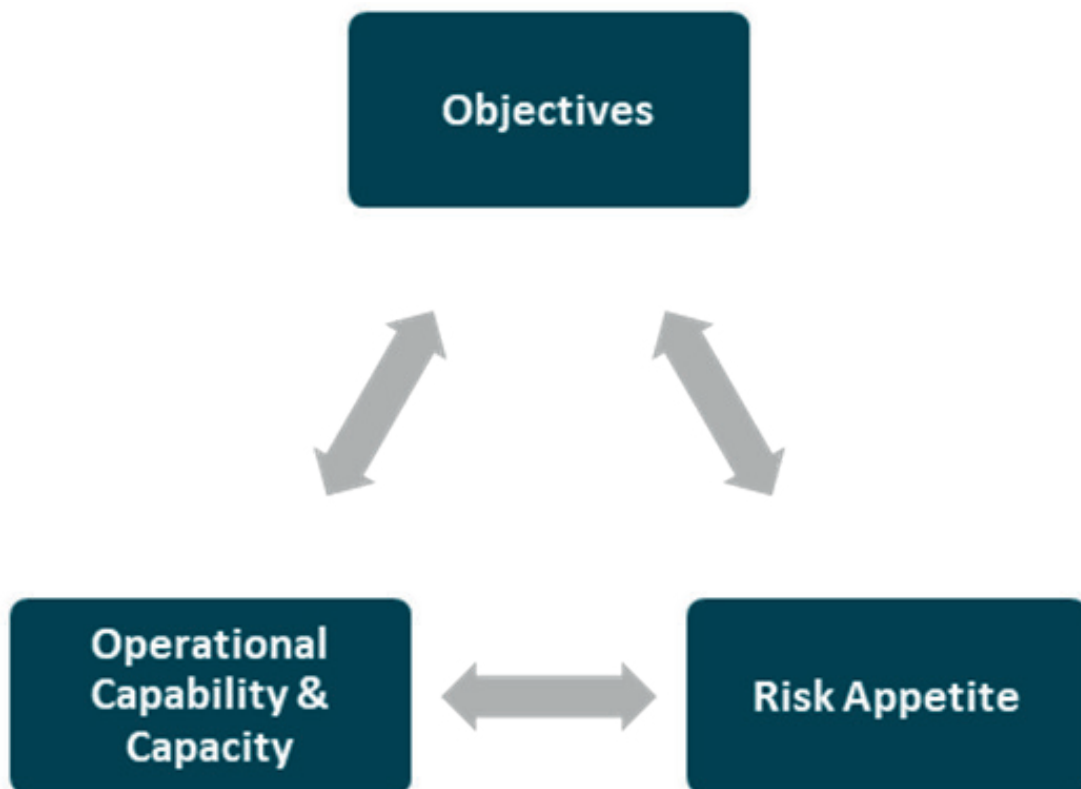
For 2021/22 there were seven high-level categories of risk within the Risk Taxonomy, these being:

- Reputation & Credibility
- Operational Delivery
- Financial
- People and Culture
- Legal/Regulatory

- Information security
- Strategy

In 2021/22 we also introduced 33 sub-categories to enable a more nuanced approach to risk management.

The Risk Appetite Statement is reviewed on an annual basis, in line with the Business Planning cycle. It can be reviewed and modified by the ARAC and/or Board in the event that the organisation's objectives and strategy change. No changes were made during the reporting period.



## Internal Audit

Internal audit services were provided by PricewaterhouseCoopers (PwC) for 2021/22. The ARAC approved the Internal Audit plan at their meeting in April

2021. The plan contained the programme of internal audits for the year determined by areas highlighted within the Strategic Risk Register (SRR), meetings with the Executives, feedback from the Chair of ARAC and the CEO, results of internal audit work in 2021/22 and emerging trends/themes from across their wider public service client base.

Both the ELT and the ARAC kept the progress of the internal audit plan under review, reviewing and approving audit reports monthly at ELT meetings then quarterly at each ARAC meeting along with monitoring the progress of the implementation of previous audit recommendations throughout the year.

The following audits were undertaken during 2021/22:

- Organisational Structure and MI
- Budgeting & Forecasting
- People & Culture – HR Process
- IT & Cyber/Data Security
- Project Lifecycle
- QA over provision of Customer Advice (Debt)
- Customer Journey Mapping
- Operational Forecasting & Business Intelligence (Advisory)
- Payment Data Analytics (Advisory)



- Follow-up (1 & 2)

The Internal Audit Procedure document introduced in 2020/21 which details the end-to-end process for internal audit at MaPS has embedded well. The document provides detailed steps for each stage of the lifecycle of audit management, from approval of the Audit Plan, through the fieldwork undertaken by the Internal Auditors, to the implementation of the Audit recommendations. In 2021/22 we saw an improvement in our overall rating (generally satisfactory with some improvements required) and an increase in the number of recommendations being signed off by PwC as a result of management action.

PwC will continue to provide this service in 2022/23.

## Whistleblowing

MaPS is committed to the highest standards of transparency, probity, integrity and accountability.

As such, MaPS' Whistleblowing procedure sets out the framework it adopts for dealing with disclosures about standards, conduct, financial irregularity or possible unlawful action, in such a way as to ensure confidentiality, and protect anyone making such a disclosure in the reasonable belief that it is in the public interest to do so, from being victimised, discriminated against or otherwise disadvantaged.

This procedure is intended to ensure that MaPS complies with its duties under the Public Interest Disclosure Act 1998.

The Non-Executive Director that led on whistleblowing till 31st January 2022 was Moray McDonald, for the remainder of the reporting period the Non-Executive Director lead was Ann Harris. The Executive lead is Mark Gray, Chief Risk Officer. The Policy is reviewed annually by ARAC.

## Information Security

In accordance with our responsibilities under the HMG Security Policy Framework and the Data Protection Act 2018 (incorporating GDPR), MaPS has in place provisions for information security.

Information held by MaPS in electronic or paper form, be it structured or unstructured, is one of the organisation's most vital and valuable assets and it is essential that this information is protected against the many threats that may compromise its confidentiality, integrity and availability. In addition, it is critical to ensure that the service meets all required UK and EU legal compliance obligations to avoid the risk of litigation, potential brand damage and loss of public confidence in the service.

We take all reasonable steps to ensure suppliers abide by all relevant UK and EU legislation regarding information security, storage, handling and processing. The requirement to comply with this legislation is devolved to all employees, contractors, consultants and agents who may be held accountable for any breaches of information security for which they may be responsible.

We continued to mature our Information Security and ability to detect and respond to threats to our services and infrastructure. Regular security advice and guidance was provided to staff working from home and in unfamiliar situations about working securely and continuing to protect information, enabling all colleagues to take personal responsibility for security at a time of rapidly changing threats. Security controls continue to improve, informed by frequent threat intelligence and regular reviews.

# Remuneration and Staff Report

## Remuneration Policy

The policy for remuneration of the Non-Executive Directors is set by the DWP. For the period, they were remunerated for 36 days per year at £500 per day. The remuneration policy is reviewed annually by the MaPS Nominations Sub-committee which reviews the appropriateness of those hours and reports to the DWP.

With regards to expenses, 120 Holborn is considered their normal place of work and payment of expenses for travel is taxable, and MaPS pays the tax. This is reviewed annually.

The remuneration policy for the Directors during the period was agreed and set by the DWP.

## Directors' Service Contracts

Name	Date Appointed	Contract End Date	Notice Period
Executive Directors			
Mal Singh	01/04/2021	31/12/2024	Up to 6 months (subject to Board approval)
Caroline Siarkiewicz	15/06/2019	26/01/2024	Up to 6 months (subject to Board approval)
Non-Executive Directors			
Ann Harris	01/10/2018	31/03/2023	3 months
Elaine Kempson	01/10/2018	31/07/2022	3 months
Sir Hector Sants	03/10/2018	30/09/2023	3 months
Alex Heath	01/03/2021	28/02/2025	3 months

## Directors' Remuneration

The information in this section is subject to audit.

## Executive Directors

Name	Salary		Bonus Payments <sup>1</sup>		Pension Benefits <sup>2</sup>		Total	
	£'000		£'000		£			
	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21
Caroline Siarkiewicz	175-180	175-180	5-10	5-10	18,000	18,000	200-205	200-205
Mal Singh <sup>3</sup>	145-150	–	–	–	15,000	–	160-165	–
Steve Buckingham <sup>4</sup>	–	130-135	5-10	0-5	–	47,000	5-10	180-185

1. The bonuses paid in 2021-22 relate to performance in 2020-21. The bonuses paid in 2020-21 relate to performance in 2019-20.
2. To the nearest whole thousand. These figures represent employers contributions under defined contribution schemes, no directors are members of PCSPS and no further disclosure is required.
3. Mal Singh joined MaPS on 1/4/2021
4. Steve Buckingham left on 31 March 2021. He was seconded from the DWP. MaPS also paid employers National Insurance (less than £1k) on the bonus. In addition to the amounts disclosed in the table, for the year to 31 March 2021 MaPS also paid the DWP for employers' National Insurance of £17k and Value Added Tax of £38k.

## Non-Executive Directors

Name	Salary	
	£'000	
	2021-22	2020-21
Sir Hector Sants	75-80	75-80
Mike Dailly <sup>2</sup>	–	5-10 (FYE 15-20)
Ann Harris	15-20	15-20
Alex Heath <sup>3</sup>	15-20	0-5 (FYE 15-20)
Tim Jones <sup>4</sup>	10-15 (FYE 15-20)	15-20
Elaine Kempson	15-20	15-20
Moray McDonald <sup>5</sup>	10-15 (FYE 15-20)	15-20

1. The amounts are to the nearest whole thousand.
2. Ended term 30 Sept 2020
3. Joined 1 March 2021
4. Ended term 31 Dec 2021
5. Ended term 31 Jan 2022

‘Salary’ includes gross salary, overtime, reserved rights to London weighting or London allowances, recruitment and retention allowances, private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by MaPS and thus recorded in these financial statements.

‘Bonuses’ are based on performance levels attained and are made as part of the appraisal process. Bonuses relate to the performance in the year in which they become payable to the individual. The bonuses reported in 2021/22 relate to performance in 2020/21.

Non-Executive Directors are not eligible for bonus payments or pension contributions.

## Fair Pay Disclosure

The information in this section is subject to audit.

Reporting bodies are required to disclose the relationship between the remuneration of the highest-paid director in their organisation and the lower, median and upper quartile remuneration of the organisation’s workforce. The banded remuneration of the highest-paid director in MaPS in the financial year 2021-22 was £185,000 to £190,000 (2020-21: £185,000 to £190,000). This was 3.23 times (2020-21: 3.34) the median remuneration of the workforce, which was £58,101 (2020-21: £56,189). The table below shows further analysis of the pay ratios.

Year	25th Percentile Pay Ratio	Median Pay Ratio	75th Percentile Pay Ratio
2021-22	4.20:1	3.23:1	2.59:1
2020-21	4.38:1	3.34:1	2.67:1

The reduction in the pay ratios reflect a change in workforce structure i.e. there are fewer junior employees and more senior employees.



## Pay and benefits of employees

The table below shows the total remuneration and the salary element of total remuneration for each of the quartiles.

Year	25th Percentile total remuneration (salary element)	Median total remuneration (salary element)	75th Percentile total remuneration (salary element)
2021-22	£44,613 (£43,000)	£58,101 (£56,100)	£72,336 (£70,000)
2020-21	£42,784 (£42,500)	£56,189 (£55,000)	£70,177 (£68,655)

Remuneration ranged from £23,302 to £185,000 – £190,000 (2020-21: £23,260 to £185,000 – £190,000).

On 31 March 2022, there were no employees receiving annualised total remuneration in excess of the highest paid Director. In 31 March 2021 there were six and their annualised total remuneration ranged from £185,000 to £290,000.

## Percentage change in remuneration from 2020-21

On average, employees, including the highest-paid directors, had no increase in pay and benefits between the 2 years. There is a marginal change in the average remuneration for all staff representing a variation to the composition of employees.

Percentage change in total remuneration	Highest Paid Director	Average of total employees
Change from 2020-21	0.00%	-0.10%

Total remuneration includes salary, non-consolidated performance-related pay and benefits in kind. It does not include severance payments, employer pension contributions and the CETV of pensions.

## Staff Report

### Staff costs

The information in this section is subject to audit.

Year ended 31 March 2022	Note	Permanently employed staff (£'000)	Others (£'000)	Total (£'000)
Wages and salaries		24,987	1,042	26,029
Social Security costs		2,702	–	2,702
Other pension costs		2,388	–	2,388
<b>Sub-total</b>		<b>30,077</b>	<b>1,042</b>	<b>31,119</b>
Less recoveries in respect of outward secondments		(132)	–	(132)
<b>Total net costs</b>	<b>2</b>	<b>29,945</b>	<b>1,042</b>	<b>30,987</b>

Year ended 31 March 2021	Note	Permanently employed staff (£'000)	Others (£'000)	Total (£'000)
Wages and salaries		23,823	6,854	30,677
Social Security costs		2,473	–	2,473
Other pension costs		2,190	–	2,190
<b>Sub-total</b>		<b>28,486</b>	<b>6,854</b>	<b>35,340</b>
Less recoveries in respect of outward secondments		(218)	–	(218)
<b>Total net costs</b>	<b>2</b>	<b>28,268</b>	<b>6,854</b>	<b>35,122</b>

## Note:

1. Total staff costs of £31,300k (Financial Statements Note 2) in the year to 31 March 2022 included Board fees (£163k), medical insurance (£60k) and life assurance (£91k) which were excluded from this table. They are also shown after the recoveries for outward secondments.
2. Total staff costs of £35,448k (Financial Statements Note 2) in the year to 31 March 2021 included Board fees (£163k), medical insurance (£88k) and life assurance (£75k) which were excluded from this table. They are also shown after the recoveries for outward secondments.

## Average number of full-time equivalent persons employed

The information in this section is subject to audit

Year ended 31 March 2022	Permanently employed staff – average numbers	Others – average numbers	Total
Directly employed	385.10	16.60	401.70
Staff engaged on capital projects	-	-	-
<b>Total</b>	<b>385.10</b>	<b>16.60</b>	<b>401.70</b>

Year ended 31 March 2021	Permanently employed staff – average numbers	Others – average numbers	Total
Directly employed	356.20	50.60	406.80
Staff engaged on capital projects	-	-	-
<b>Total</b>	<b>356.20</b>	<b>50.60</b>	<b>406.80</b>

## Staff Turnover

This is the first year in which we are reporting turnover. In 2021/22 the overall staff turnover was 25.8% (an increase from 17.9% in 2020/21).

This overall turnover includes all employees, both permanent and those on fixed-term contracts (FTC). We saw a marked decrease in turnover during the pandemic. However, the annual turnover rate for colleagues on permanent contracts has reached pre-pandemic levels of 15.9% by March 2022. We increased our usage of fixed-term contracts in preparation for our move to Bedford, as part of the Places for Growth programme (the Government’s Levelling Up Agenda). Contracts for staff were offered on a 20-month FTC basis, as a result of the upcoming move. This led to an increase in the turnover of FTCs, which impacted on the overall turnover rate.

## Pension Arrangements

Pension benefits for staff appointed under MaPS and MAS contracts are provided by Aviva through the MaPS pension scheme. The pension benefits for most of the

employees transferred from TPAS on 1 January 2019 are provided through the legacy Civil Service Pension arrangements

## MaPS Pension Scheme

The MaPS pension scheme is a workplace pension provided by Aviva. In the scheme, MaPS contributes twice the employee's contribution up to 10% of the employee's basic salary. For 2021-22, we expensed employer contributions of £1,857,701 (2020-21 £1,607,172) for the MaPS pension scheme.

Charges stand at 0.34% of the fund value per annum and there are no other charges except where a speciality or externally managed fund is chosen or in the event of a market value reduction being applied in relation to the With Profits Fund.

The MaPS pension provider, Aviva, has confirmed that although with the conflict in Russia there has been some turbulence in the markets, the My Future Focus growth fund has grown by 7.79% for the year to March 22.

Aviva has confirmed that the scheme remains fully funded at 244% of the required regulatory amount and Aviva has been rated as 'stable' by the credit ratings Fitch.

## Civil Service Pensions

Pension benefits are provided through the Civil Service pension arrangements.

From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or alpha, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined alpha. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: 3 providing benefits on a final salary basis (classic, premium or classic plus) with a normal pension age of 60; and one providing benefits on a whole career basis (nuvos) with a normal pension age of 65.

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, nuvos and alpha are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switch into alpha sometime between 1 June 2015 and 1 February 2022. Because the Government plans to remove discrimination identified by the courts in the

way that the 2015 pension reforms were introduced for some members, it is expected that, in due course, eligible members with relevant service between 1 April 2015 and 31 March 2022 may be entitled to different pension benefits in relation to that period (and this may affect the Cash Equivalent Transfer Values shown in this report – see below). All members who switch to alpha have their PCSPS benefits ‘banked’, with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a defined contribution (money purchase) pension with an employer contribution (partnership pension account). It is not possible to identify MaPS share of the underlying assets and liabilities of the Civil Service Pension scheme.

Employee contributions are salary-related and range between 4.6% and 8.05% for members of classic, premium, classic plus, nuvos and alpha. 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 initial 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 the accrued pension is uprated in line with Pensions Increase legislation. Benefits in alpha build up in a similar way to nuvos, except that the accrual rate is 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004. For 2021-22, we expensed employer contributions of £478,141 (2020-21 £522,251) to the PCSPS. These were at one of four rates in the range 26.6% to 30.3% of pensionable pay, based on salary bands.

The partnership pension account is an occupational defined contribution pension arrangement which is part of the Legal & General Mastertrust. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member). 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 0.5% of pensionable salary to cover the cost



of centrally-provided risk benefit cover (death in service and ill health retirement). For 2021-22, we expensed employer contributions of £26,232 (2020-21 £26,402) for the partnership pension account and £815 (2020-21 £814) towards the cost of the centrally-provided risk benefit cover.

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, 65 for members of nuvos, and the higher of 65 or State Pension Age for members of alpha. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.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 member 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 worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 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.

## Staff by Gender

The following table sets out the composition of staff headcount as at 31 March 2022 by gender.

Category	Female	Male	Total
Executive Directors	1	1	2
Non-Executive Directors	2	2	4
Staff	194	212	406
<b>Total</b>	<b>197</b>	<b>215</b>	<b>412</b>
<b>Percentage</b>	<b>48%</b>	<b>52%</b>	<b>100%</b>

As MaPS is not a Civil Service organisation, no further breakdown by SCS grade is available. However, the CEO and CFO disclosed under Executive Directors line above are considered to be SCS 3 and SCS 2 equivalent respectively.

## Expenditure on Consultancy

MaPS spent £123,893 (31 March 2021 £123,024) on external consultancy to develop our contract management capability and health and safety processes.

## Off-payroll Engagements

Off-payroll engagements relate to any people-based resources which are not paid through the MaPS payroll.

All off-payroll engagements as at 31 March 2022, earning £245 per day or greater:

	Total
The total number of existing engagements as of 31 March 2022	7
<b>Of which:</b>	
The number that have existed for less than 1 year at time of reporting	5
The number that have existed for between 1 and 2 years at time of reporting	2
The number that have existed for between 2 and 3 years at time of reporting	-
The number that have existed for between 3 and 4 years at time of reporting	-
The number that have existed for 4 or more years at time of reporting.	-

All off-payroll engagements at any point during the year ended 31 March 2022, earning £245 per day or greater:

	Total
The total number of engagements during the year ended 31 March 2022	20
<b>Of which:</b>	
The number of these engagements not subject to off-payroll legislation	-
The number of these engagements which were assessed as caught by IR35	19
The number of these engagements which were assessed as not caught by IR35	1
The number that were reassessed for consistency or assurance purposes during the year	1
The number of engagements that saw a change to IR35 status following the consistency review	-
The number of engagements that were disputed following a change to IR35 status following the consistency review	-

	Total
The number of engagements that saw a change to IR35 status following the consistency review	-

All off-payroll engagements, outlined above, have been subject to risk-based assessment as to whether assurance is required that the individual is paying the right amount of tax and, where necessary, that assurance has been sought.

## Significant Financial Responsibility

The number of Board members and senior officials with significant financial responsibility between 1 April 2021 and 31 March 2022 were as follows:

	Total
Those that were off-payroll engagements	-
Those that were on-payroll engagements	2
<b>Total number of on-payroll and off-payroll engagements</b>	<b>21</b>

This refers to Caroline Siarkiewicz as CEO and Mal Singh as CFO

## Sickness

The average working days lost (AWDL) due to sickness absence per staff year is 5.3 days (31 March 2021, 4.7 days). The rate of sickness absence over the year was 2.0%, which is in line with the Office for National Statistics (ONS) Labour Force Survey national sickness absence rate for 2020.

## Exit Packages

The table below sets out exit packages for employed staff (subject to audit).

Exit package cost band	Number of compulsory redundancies	Number of other departures agreed	Total number of exit packages by cost band
Less than £10,000	-	-	-
£10,000 – £25,000	-	-	-
£25,000 – £50,000	1	-	1
£50,000 – £100,000	-	-	-
£100,000 – £150,000	-	-	-
£150,000 – £200,000	-	-	-
More than £200,000	-	-	-
<b>Total number of exit packages</b>	<b>1</b>	<b>-</b>	<b>1</b>
Total resource cost (£'000)	27	-	27

Exit costs are accounted for in full in the year of departure.

## Equality, Diversity & Inclusion strategic objectives

Using data, evidence, ongoing engagement with colleagues and stakeholders and benchmarking, we have set out the following equality, diversity and inclusion strategic objectives, as priorities for how we treat our colleagues (as an employer) and how we carry out our public functions (as a public authority).

- Build a comprehensive evidence base through collecting and analysing colleague diversity data, to inform actions and report progress.
- Address areas of under-representation including ethnicity at leadership level, disability & neurodiversity at all levels and explore opportunities to support early careers.
- Create a culture where all colleagues feel included and engaged.
- Design and deliver high quality services to our customers that take full account of their current and potential vulnerability and their protected characteristics.

## **Build a comprehensive evidence base through collecting and analysing colleague diversity data, to inform actions and report progress.**

We have carried out an ongoing-marketing campaign encouraging colleagues to complete and update their diversity data in our HR system, bob. We have also been working alongside our colleague network co-chairs to increase the completion rates for their respective network members.

We initially collect this information at recruitment level – as part of the onboarding process, new colleagues are encouraged to complete this information when they

first set up their bob profile. And existing colleagues are encouraged to update their information on an ongoing basis.

We have specific aspirations for average level of disclosure for protected characteristics for our colleagues:

- 70% – by March 2021 – this was achieved.
- 80% – by March 2022 – we are currently at 86%. Our focus is on characteristics that have a lower level of disclosure.
- 90% – by March 2023 – we will continue to work towards this.

To support this objective, we also look at parity engagement between ethnic groups and MaPS overall. Our annual goal is: +/- 5% in engagement and inclusion index scores from MaPS overall score.

The engagement results for our Culture of Inclusion survey in September 2021:

- MaPS Overall: 57%
- White colleagues: 63%
- Black, Asian and Minority Ethnic colleagues: 57.5%

The engagement results for our Engagement survey in October 2020:

- MaPS Overall: 61%



- White colleagues: 66%
- Black, Asian and Minority Ethnic colleagues: 57%

## **Address areas of under-representation including ethnicity at leadership level, disability & neurodiversity at all levels and explore opportunities to support early careers.**

The diversity of our workforce should represent the labour force market and a having a truly diverse and engaged workforce will enable us to achieve our vision of everyone making the most of their money and pensions. We remain focused on all protected characteristics, but our insights have enabled us to identify ethnicity, disability and neurodiversity, and early careers as priority areas.

- **Close the ethnicity gap in MaPS Leadership to the benchmark of 13 percent:** we are currently at 10 percent, which is below the benchmark.
- Our annual goal is for ELT to include Black, Asian, Minority Ethnic representation – this has been achieved.
- **Close the disability and neurodiversity gap at MaPS to benchmark of 14 percent:** we are currently at seven percent, which is below this benchmark.
- Annual goal is to increase in representation (recruitment, retention and disclosure) of disabled and

neurodiverse candidates – we are currently have not achieved this annual goal.

- **Assess capability within MaPS to train and attract young people:** during the discovery phase, we have explored several areas including traineeships, apprenticeships, graduate schemes, work experience and consultancy strategy work.
- We submitted eight applications to the Cabinet Office Fast Streamer secondments programme in 2021, to tap into an existing graduate scheme. We were successful for two roles; and the graduates joined us on 5 April 2022 for six months. We will continue to make applications annually. The next Fast Stream rotation is in mid-October 2022.
- We have partnered with our Recruitment partner, Reed, and are taking part in virtual work experience. Corporate Affairs, Brand & Marketing and HR are the three business areas taking part in the pilot across 2022/2023. Progress will be reported at the end of the pilot in 2023.

## **Overview of the diversity of our workforce**

- We have a balanced gender profile at all levels of the organisation.
- We have good ethnic diversity below leadership level – 21 percent – when compared with the UK working population – 12.6 percent – but this is not represented at our leadership levels – 10 percent (the leadership

level is comprised of our Executive Leadership Team, Senior Management Team, and Leadership Forum).

- Overall representation of neurodivergent colleagues and those with a disability at MaPS – seven percent – is lower than the UK working population – 14.2 percent. There is slightly higher representation of neurodivergent individuals and those with a disability at leadership level – eight percent.
- We have representation of LGBTQ+ colleagues at all levels – eight percent.
- Our data indicates that we have no gender reassignment representation in MaPS.
- The proportion at leadership level who identify as having a religion, faith or belief is 36 percent, and is lower than all other MaPS colleagues, which is 42 percent.
- We have a good balance of colleagues between the ages of 25 – 64, however, representation for under 24-year-olds and over 64 years falls under two percent.
- We also report on caring responsibilities; overall 28 percent of colleagues indicate that they have caring responsibilities.
- Our data indicates that there is good social mobility at leadership level, with 44 percent saying that they were the first generation to go to university.

Further details are contained in the Equality Information Report (see published reports below).

## **Create a culture where all colleagues feel included and engaged.**

To support this objective, we have established and embedded a process for setting up colleague-led networks. Each network must have a Terms of Reference (a template has been created and approved), co-chairs, a support member, and a CCG representative. Alongside the network's own objectives, the purpose of the Networks is to:

- Set, facilitate, and deliver organisation-wide activities under three streams: Events, Education and Social
- Work with the Colleague Consultative Group (CCG) to support the organisation's ED&I objectives
- Encourage and support a culture of allyship at MaPS.

We have five colleague-led network groups at MAPS including MaPS LGBTQI+ & Allies Network, Neurodiversity Network, Ethnic Diversity & Allyship Network, the Women's Health Network and Men's Health Network.

## **Design and deliver high quality services to our customers that take full account of their current and potential vulnerability and their protected characteristics.**

We have recruited an Equality, Diversity & Inclusion lead to focus on our external objectives, looking at how we carry out our public functions (as a public authority), how our work impacts equalities, and how we comply with our Public Sector Equality Duties (PSED).

Actions to support this work:

- We are pulling together our Public Sector Equality Duty Framework, which will help colleagues to properly assess any equalities considerations relating to their work.
- Created and published our Public Equality Duty Policy, which sets out our obligations in relation to PSED, along with our overall approach.
- Consolidated our Equality and Vulnerability Impact Assessment (EVIA) – where previously separate documents.
- Creating an Evidence Source Book as a resource to support colleagues.
- Commissioned PSED training for ELT and The Board, which will then be rolled out across the organisation.

## Our Published Reports

On our website we have published:

- 2020/2021 Gender Pay Gap report <https://moneyandpensionsservice.org.uk/wp-content/uploads/2021/03/gender-pay-gap-report-march-2021.pdf>
- 2021/2022 Gender Pay Gap report <https://maps.org.uk/wp-content/uploads/2022/03/MaPS-Gender-Pay-Gap-Report-2022.pdf>
- Equality, Diversity and Inclusion Strategic Objectives <https://moneyandpensionsservice.org.uk/wp-content/uploads/2021/03/equality-diversity-inclusion-strategic-objectives-march-2021.pdf>
- Equality Information 2021 <https://moneyandpensionsservice.org.uk/wp-content/uploads/2021/03/equality-information-march-2021.pdf>
- Equality Information 2022 <https://maps.org.uk/wp-content/uploads/2022/03/MaPS-Equality-Information-2022.pdf>

# Sustainability Report

MaPS support DWP's sustainability strategies and is committed to the 'Greening Government Commitments'. Through our services, we are contributing to financial well-being and supporting the UK economy. We are contributing our share towards the Central Government target of achieving Net Zero Carbon by making deliberate choices when engaging with the environment we exist within. We proactively seek opportunities by reducing waste, consumption of finite resources, harmful emissions, and buying greener products and services. Since DWP has not identified any targets for MaPS about the sustainability agenda, MaPS being a responsible corporate citizen undertakes all the measures voluntarily.

The Covid-19 pandemic has had a significant impact over the past 12 months on office occupancy and travel, making a direct comparison with last year's key environmental and sustainability measures challenging.

## Improving waste management

MaPS is not the sole occupant of its remaining site and therefore works closely with the landlord to ensure sustainability is promoted through the daily routines of property and facilities management, continuously looking to enhance the working practices of all contractors and review ways of promoting innovation to reduce the property's overall carbon footprint.

## Reducing water use

In the last year, MaPS has introduced measures to reduce water use including the installation of innovative sanitary products incorporating automation and sensors.

## Reducing our emissions

In 2021/22 MaPS has continued the migration to a cloud-based technology environment. The investment in technology coupled with flexible working has made a noticeable impact on official business distance travelled from pre pandemic levels.

## Buying 'greener' products and services

When procuring products and services, MaPS seeks to ensure that suppliers can demonstrate an overall positive approach to sustainability. MaPS has and will continue to work closely on sustainability opportunities with our facilities suppliers and our total facilities management partner which has a strategy in place to have a net positive impact on climate change, resources and people by 2030.

Greening Disclosure 2021-22	2021/22	2020/21	2019/20
Total expenditure on official business travel (£)	44,641	10,574	382,786
Energy consumption in kWh	56,871	46,728	49,218
Official business travel directly paid for by the entity (km)	31,658	509	602,410
Gross expenditure on the purchase of energy (£)	53,114	38,746	39,652



<b>Greening Disclosure 2021-22</b>	<b>2021/22</b>	<b>2020/21</b>	<b>2019/20</b>
Total Waste recycled (metric Tonnes)	1.23	0.48	8.66
Paper Usage (Reams)	57-A4 43-A4	50-A4 47-A3	275-A4 240-A3

# Parliamentary Accountability Report

MaPS is a non-departmental public body sponsored by the DWP. The DWP approves the Business Plan and the Board delivers its Annual Report and Accounts to Parliament through the Secretary of State. MaPS regularly provides performance and resource utilisation information to the DWP which is reviewed at quarterly accountability reviews. The DWP is also represented on MaPS' Audit Risk and Assurance Sub-committee.

## Regularity of Expenditure

The information in this section is subject to audit.

There were no individual losses or special payments during the year above the limits prescribed by 'Managing Public Money', nor were there cumulative total losses during the year that exceeded the limits prescribed by 'Managing Public Money'.

## Further parliamentary accountability disclosures

The information in this section is subject to audit.

There are no remote contingent liabilities.

No other further disclosures are required under this section.

A handwritten signature in black ink, appearing to read 'C. Siarkiewicz', with a large, stylized flourish at the end.

Caroline Siarkiewicz  
Accounting Officer  
Date: 19 October 2022

# The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

## Opinion on financial statements

I certify that I have audited the financial statements of the Money and Pensions Service for the year ended 31 March 2022 under the Financial Guidance and Claims Act 2018.

The financial statements comprise the Money and Pension Service's

- Statement of Financial Position as at 31 March 2022;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted International Accounting Standards.

In my opinion, the financial statements:

- give a true and fair view of the state of the Money and Pensions Service's affairs as at 31 March 2022 and its net deficit for the year then ended; and
- have been properly prepared in accordance with the Financial Guidance and Claims Act 2018 and Secretary of State directions issued thereunder.

## Opinion on regularity

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

## Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 Audit of Financial Statements of Public Sector Entities in the United Kingdom. My responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's Revised Ethical Standard 2019. I have also elected to apply the ethical standards relevant to listed entities. I am independent of the Money and Pensions Service in accordance with the ethical requirements that are relevant to my audit of

the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, I have concluded that the Money and Pensions Service's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Money and Pension Service's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

The going concern basis of accounting for the Money and Pensions Service is adopted in consideration of the requirements set out in HM Treasury's Government Financial Reporting Manual, which require entities to adopt the going concern basis of accounting in the preparation of the financial statements where it

anticipated that the services which they provide will continue into the future.

## Other Information

The other information comprises information included in the Annual Report, but does not include the financial statements nor my auditor's certificate and report.

The Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

## Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with Secretary of State directions issued under the Financial Guidance and Claims Act 2018.

In my opinion, based on the work undertaken in the course of the audit:

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with Secretary of State directions made under the Financial Guidance and Claims Act 2018; and
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

## Matters on which I report by exception

In the light of the knowledge and understanding of the Money and Pensions Service and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

- I have nothing to report in respect of the following matters which I report to you if, in my opinion:
- I have not received all of the information and explanations I require for my audit; or



- adequate accounting records have not been kept by the Money and Pensions Service or returns adequate for my audit have not been received from branches not visited by my staff; or
- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

## **Responsibilities of the Board and Accounting Officer for the financial statements**

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Board and Accounting Officer are responsible for:

- maintaining proper accounting records;
- the preparation of the financial statements and Annual Report in accordance with the applicable financial reporting framework and for being satisfied that they give a true and fair view;

- ensuring that the Annual Report and accounts as a whole is fair, balanced and understandable;
- internal controls as the Accounting Officer determines is necessary to enable the preparation of financial statement to be free from material misstatement, whether due to fraud or error; and
- assessing the Money and Pensions Service's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Accounting Officer anticipates that the services provided by the Money and Pensions Service will not continue to be provided in the future.

## **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to examine, certify and report on the financial statements in accordance with the Financial Guidance and Claims Act 2018.

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in

the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **Extent to which the audit was considered capable of detecting non-compliance with laws and regulations including fraud**

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

### **Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud**

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, we considered the following:

- the nature of the sector, control environment and operational performance including the design of the Money and Pensions Service's accounting policies;
- Inquiring of management, the Money and Pension Service's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to the Money and Pensions Service's policies and procedures relating to:

- identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including the Money and Pension Service’s controls relating to the Money and Pension Service’s compliance with Financial Guidance and Claims Act 2018 and Managing Public Money;
- discussing among the engagement team how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within the Money and Pensions Service for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions and bias in management estimates. In common with all audits under ISAs (UK), I am also required to perform specific procedures to respond to the risk of management override of controls.

I also obtained an understanding of the Money and Pensions Service’s framework of authority as well as

other legal and regulatory frameworks in which the Money and Pensions Service operates, focusing on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of the Money and Pensions Service. The key laws and regulations I considered in this context included the Financial Guidance and Claims Act 2018, Managing Public Money, employment law and tax legislation.

### **Audit response to identified risk**

As a result of performing the above, the procedures I implemented to respond to identified risks included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- enquiring of management, the Audit Committee concerning actual and potential litigation and claims;
- reading and reviewing minutes of meetings of those charged with governance and the Board and internal audit reports; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting

estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

I also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

A further description of my responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of my certificate.

### **Other auditor's responsibilities**

I am required to obtain evidence sufficient to give reasonable assurance that the income and expenditure 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.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

# Report

I have no observations to make on these financial statements.

Gareth Davies  
Comptroller and Auditor General

31 October 2022

National Audit Office  
157-197 Buckingham Palace Road  
Victoria  
London  
SW1W 9SP



# **Financial Statements**



# Financial Statements

## Statement of Comprehensive Net Expenditure

For the Year ended 31 March 2022

	Note	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Income</b>			
Revenue from levies	13	-	21
Grants Received	11	10	-
<b>Total income</b>		<u>10</u>	<u>21</u>
<b>Operating activities</b>			
Staff costs	2	(31,300)	(35,448)
Other expenditure	2	(119,060)	(103,939)
<b>Total expenses</b>		<u>(150,360)</u>	<u>(139,387)</u>
<b>Operating deficit</b>		<u>(150,350)</u>	<u>(139,366)</u>
<b>Non-operating activities</b>			
Loss on the disposal of assets		(27)	(2)
<b>Net deficit</b>		<u>(150,377)</u>	<u>(139,368)</u>

### Other Comprehensive Expenditure

There was no other comprehensive expenditure.

This deficit is funded by Grant-in-Aid from the DWP of £142,320,000 (31 March 2021, £131,187,914) (see note 13). As this contribution is from a controlling party, it is treated as financing.

Where applicable, expenses are shown net of VAT recovered (see note 14).

The notes on pages 140 to 166 form part of these financial statements.

# Statement of Financial Position

As at 31 March 2022

	Note	31 March 2022 £'000	31 March 2021 £'000
<b>Non-current assets</b>			
Intangible assets	3	269	158
Property, plant and equipment	4	1,446	2,228
<b>Total non-current assets</b>		<b>1,715</b>	<b>2,386</b>
<b>Current assets</b>			
Cash and cash equivalents	5	154	3,401
Trade and other receivables	6	2,451	3,850
<b>Total current assets</b>		<b>2,605</b>	<b>7,251</b>
<b>Total assets</b>		<b>4,320</b>	<b>9,637</b>
<b>Current liabilities</b>			
Trade and other payables	7	(13,478)	(10,738)
Provisions	8	(189)	(189)
<b>Total current liabilities</b>		<b>(13,667)</b>	<b>(10,927)</b>
<b>Total assets less total liabilities</b>		<b>(9,347)</b>	<b>(1,290)</b>
<b>Reserves</b>			
General reserve		(9,347)	(1,290)
<b>General Fund</b>		<b>(9,347)</b>	<b>(1,290)</b>

The notes on pages 140 to 166 form part of these financial statements.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:



Sir Hector Sants  
Chair  
Date: 19 October 2022



Caroline Siarkiewicz,  
Chief Executive Officer &  
Accounting Officer  
Date: 19 October 2022

# Statement of Cash Flows

For the Year ended 31 March 2022

	Note	Year ended 31 March 2022 £'000	Year ended 31 March 2021 £'000
<b>Cash flows from operating activities</b>			
Operating deficit		(150,377)	(139,368)
<b>Adjustments for non-cash transactions</b>			
Amortisation	3	66	84
Depreciation	4	792	776
Loss on disposal of assets		27	2
(Increase)/decrease in trade and other receivables	6	1,399	(2,298)
Increase/(decrease) in trade and other payables	7	2,740	1,760
Other		2	-
<b>Net cash outflow from operating activities</b>		<b>(145,351)</b>	<b>(139,044)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant, equipment and computer software	3,4	(216)	(508)
<b>Net cash outflow from investing activities</b>		<b>(216)</b>	<b>(508)</b>

	Note	Year ended 31 March 2022 £'000	Year ended 31 March 2021 £'000
<b>Cash flows from financing activities</b>			
<b>Net cash inflow from financing activities</b>		<b>142,320</b>	<b>131,188</b>
<b>Net increase/(decrease) in cash and cash equivalents during the period</b>	5	(3,247)	(8,364)
Cash and cash equivalents brought forward		3,401	11,765
<b>Cash and cash equivalents carried forward</b>		<b>154</b>	<b>3,401</b>

The notes on pages 140 to 166 form part of these financial statements.

# Statement of Changes in Taxpayers' Equity

For the Year ended 31 March 2022

	Note	General Reserve £'000
<b>Changes in taxpayers' equity for 2020/21</b>		
Balance at 31 March 2020		6,890
Deficit for the year		(139,368)
Grant-in-Aid received from the DWP and levy		131,188
<b>Balance at 31 March 2021</b>		<b>(1,290)</b>
<b>Changes in taxpayers' equity for 2021/22</b>		
Deficit for the year		(150,377)
Grant-in-Aid received from the DWP and levy		142,320
<b>Balance at 31 March 2022</b>		<b>(9,347)</b>

The notes on pages 140 to 166 form part of these financial statements.

# Notes to the Financial Statements

For the Year ended 31 March 2022

## 1. Statement Of Accounting Policies

### 1.1 Basis of accounting

These Financial Statements are presented in pounds sterling and all values are rounded to the nearest thousand pounds (£'000) except when otherwise indicated.

The Financial Statements are prepared in compliance with:

- International Accounting Standards (IAS) 1; the 'Presentation of Financial Statements' (Revised 2007)
- International Financial Reporting Standards (IFRS) as interpreted by The Treasury's Financial Reporting Manual (FReM) for the public sector
- Other guidance which Her Majesty's Treasury (HMT) may issue (e.g. Public Expenditure System (PES)) from time to time in respect of accounts which are required to give a true and fair view
- The Framework Document (containing the Management Statement and Financial Memorandum of Understanding) agreed between MaPS and the



DWP covered under the Financial Guidance and Claims Act 2018

- Any other specific disclosure or other requirements required by the Secretary of State

Where the FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the circumstances of MaPS to give a true and fair view is selected.

MaPS' principal accounting policies are reviewed and published annually in the Annual Report and Accounts (ARA).

## **1.2 Accounting standards, interpretations and amendments**

MaPS has adopted all IFRS, International Accounting Standards (IAS), International Financial Reporting Interpretations Committee (IFRIC) interpretations and amendments to published standards that were effective at 31 March 2021. MaPS has also taken into account the specific interpretations and adaptations included in the FReM.

### **IFRS 16 (leases)**

IFRS 16 (leases) is a new standard that is planned to replace IAS 17 (leases), introducing a new single accounting approach for lessees for all leases (with limited exceptions).

Owing to COVID-19, HMT agreed with the Financial Reporting Advisory Board (FRAB) to defer the implementation of IFRS 16 in central government until 1 April 2022, thus representing a two-year deferral from the initial effective date of 1 April 2020.

IFRS 16 amends the accounting for lessees, as there will no longer be a distinction between operating leases (off balance sheet) and finance leases (on balance sheet). IFRS 16 will require recognition of all qualifying leases on the balance sheet.

The lessees will recognise a liability to make lease payments and an asset representing the right to use the underlying asset during the lease term.

In applying the standard MaPS will:

- recognise the cumulative effect of initially applying the Standard at the date of initial application as an adjustment to the opening balance of taxpayers' equity
- recognise a right of use asset for all leases previously classified as operating leases & use of the practical expedient to not re-assess contracts for leases.
- adjust the right of use asset by the amount of any prepaid or accrued lease payments relating to that lease recognised in the statement of financial position immediately before the date of initial application.
- not make any adjustment for:

- leases for which the underlying asset is of low value
- leases for which the lease term end within 12 months
- use hindsight in determining the lease term if the contract contains options to extend or terminate the lease

MaPS believes that the most significant impact will be the need to recognise a right of use asset and lease liability for the building leases currently treated as operating leases. This will mean that the nature of the lease payments will change from being an operating lease expense to a depreciation and interest expense.

MaPS has two leases on 120 Holborn which will be impacted by the new standard, resulting in the recognition from 1 April 2022 of assets with a value of circa £1.5 million, along with a lease liability of a corresponding amount.

### **IFRS 17 (insurance contracts)**

The International Accounting Standards Board (IASB) has issued IFRS 17 (insurance contracts), which replaces IFRS 4 (insurance contracts). It is expected to be effective for accounting periods beginning on or after 1 January 2023, following IASB decisions to defer the effective date.

Guidance has yet to be issued to government departments on the interpretation of this standard.

MaPS does not expect this to have any material impact on the financial statements.

### **1.3 Accounting convention**

These Financial Statements have been prepared on an accruals basis under the historical cost convention, modified to account for the revaluation of property, plant and equipment and intangible assets.

### **1.4 Going concern**

Future financing of MaPS will be met by Grant-in-Aid from the DWP, as MaPS' sponsoring department. It is accordingly considered appropriate to adopt the going concern basis for the preparation of financial statements.

### **1.5 Grant-in-Aid accounting convention**

Grant-in-Aid is received from the DWP quarterly based on written applications showing evidence of need and is accounted on a cash basis. As this is from a controlling party, it is treated as financing.

### **1.6 Operating segments**

MaPS currently reports expenditure under four operating segments: Money Guidance, Debt Advice, Pensions Guidance and Pension Freedoms (Pension Wise). Segmental reporting is not applied to assets and liabilities. All costs are reviewed to ensure they relate to each operational area to ensure a fair distribution of cost. Corporate overheads have been apportioned to the operational areas using an analysis based on the

percentage of Full Time Equivalent (FTE) staff and the share of direct spend in each segment.

## **1.7 Commissioned services and grants**

MaPS commissions services to help deliver its statutory objectives. MaPS does this through grant agreements. These will be authorised via the MaPS procurement processes and consider the requirements of *Managing Public Money (MPM)*, *CO Guidelines* and commercial rules.

Funding is given to external partner organisations to carry out frontline services on a one year rolling basis with an agreed evaluation plan. In most instances, funding is issued only when identified milestones, quality standards and performance thresholds are met.

## **1.8 Property, plant and equipment (PPE)**

PPE are stated at fair value. However, as permitted by the FReM, MaPS has adopted a depreciated historical cost basis as a proxy for fair value where non-property assets have a short useful life or are of relatively low value. This applies to most IT hardware, plant and machinery, and furniture and fittings. MaPS classifies PPE as 'tangible assets'.

Assets are capitalised where they have an expected useful life of more than one year and where the original cost of the item exceeds the capitalisation threshold. Where appropriate, items can be pooled.

The following capitalisation thresholds apply:

<b>PPE</b>	<b>Threshold</b>
Leasehold improvements	£100,000
Furniture and fittings	£5,000
Other tangible assets	£5,000
ICT	£2,500
Intangibles	£2,500

## **1.9 Intangible assets**

Whether we acquire intangible assets externally or generate them internally, we measure them initially at cost, with subsequent measurement at fair value.

### **1.10 Internally developed assets**

We capitalise internally developed software if it meets the criteria in IAS 38 (Intangible Assets). We classify development costs as assets under the course of construction until the asset is available for use. At that point we transfer it to the relevant asset class.

### **1.11 Website development costs**

We capitalise website development costs in line with the requirements of SIC 32 'Web Site Costs'.

### **1.12 Purchased software licences**

We capitalise software licences at cost as intangible assets if they are in use for more than one year and cost more than £2,500. We capitalise applications at cost as intangible assets if they are in use for more than one year and cost more than £2,500.

## 1.13 Depreciation and amortisation

### Depreciation

MaPS calculates the depreciation of tangible assets using the straight-line method and rate of depreciation with regard to the asset, generally acceptable accounting principles (GAAP) and in line with government guidelines.

PPE	Useful economic life
Leasehold improvements	Over the period of the lease
Furniture and fittings	5 years
Other tangible assets	2-5 years
ICT	2-5 years

### Amortisation

MaPS calculates the amortisation of intangible assets using the straight-line method to reflect the consumption of the economic benefit of that asset.

Intangible Assets	Useful economic life
Internally developed assets	5 years
Website development costs	5 years
Purchased software licences	Over the period of the licences

## 1.14 Disposal of assets

The gain or loss arising on the disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income

## 1.15 Impairment

MaPS carries out an impairment review on an annual basis to evaluate whether the carrying value of the assets is less than the recoverable amount.

## 1.16 Leases

In order to determine whether an 'arrangement' is or contains a lease, MaPS looks at the substance of the arrangement.

MaPS follows the guidance under IFRIC 4 (Determining Whether an Arrangement Contains a Lease), IAS 17 (leases) and the FReM. The financial statements have been prepared on this basis.

IFRS 16 (leases) is planned to be introduced on 1 April 2022 replacing IAS 17. The impact of the transition to the new standard is disclosed in note 1.2.

## 1.17 Financial assets and liabilities

In accordance with IFRS 9 (Financial Instruments), MaPS recognises financial assets and liabilities when it becomes party to the contracts that give rise to them. MaPS' policy is not to trade in financial instruments.

MaPS does not hold any complex financial instruments i.e. long-term loans or equity investments.



## **Assets**

### **Receivables**

Trade and other receivables are recognised at carrying value and reduced by appropriate allowances for estimated irrecoverable amounts.

### **Cash and cash equivalents**

Cash is the current balance at the bank and MaPS does not have any cash equivalents.

## **Liabilities**

### **Payables**

Trade and other payables are recognised as short term (i.e. fall due within one year) and are stated at carrying value.

### **1.18 Deferred income**

Deferred income is released across the period to which it relates.

### **1.19 VAT**

On the 26 February 2019, HMT made an order in exercise of power conferred by section 33E of the VAT Act 1994 (1) allowing specified persons from 1 April 2020 to claim refunds of VAT charged on supplies to, and acquisitions and importations by them, provided that those supplies, acquisitions and importations are not for the purpose of a business carried on by them. This allows MaPS to recover VAT on certain expenditure as defined under the 'Contracted Out Services' (COS) headings.

## 1.20 Provisions, contingent liabilities and contingent assets

It is MaPS' policy to recognise and disclose any provisions, contingent liabilities and contingent assets in accordance with IAS 37.

### **Provisions**

MaPS recognises a provision when there is a present legal or constructive obligation arising from MaPS' actions, and it is probable that an outflow of economic benefits will be required to settle the obligation.

If an outflow is not probable or it cannot be measured reliably then it is treated as a 'contingent liability'.

### **Contingent liabilities**

MaPS recognises a contingent liability when there are possible obligations whose existence will be confirmed by uncertain future events that are not wholly within the control of MaPS.

Contingent liabilities also include obligations that are not recognised because they cannot be measured reliably, or settlement is not probable.

A contingent liability is not recognised in the Statement of Financial Position. However, unless the possibility of an outflow of economic resources is remote, a contingent liability is disclosed in the notes.

## **Contingent assets**

MaPS recognises a contingent asset when there is a possible occurrence or non-occurrence of uncertain future events that are not wholly within the control of MaPS.

A contingent asset is not recognised in the Statement of Financial Position, but it is disclosed when it is more likely than not that an inflow of benefits will occur.

However, when the inflow of benefits is virtually certain an asset is recognised in the Statement of Financial Position because that asset is no longer considered to be contingent.

## 2. Operating deficit

### 2.1 Total deficit

The deficit on ordinary activities before interest and taxation is stated after charging:

	Note	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
Wages and salaries		26,247	30,837
Social security costs		2,690	2,454
Pension costs		2,363	2,157
<b>Total staff costs</b>		<b>31,300</b>	<b>35,448</b>
Grants paid		62,959	61,376
Covid-19 grants		17,440	16,958
Contracted services		23,558	9,984
Digital & communications		5,672	6,288
Media & marketing		3,455	3,127
Training and recruitment		1,703	1,989
Accommodation costs		1,504	1,810
Research & evaluation		1,062	767
Office costs		120	241
Travel costs		45	11
Legal and professional fees		641	491
Audit fee		40	35
Bank charges		3	2
Amortisation		66	84
Depreciation		792	776
<b>Total other expenditure</b>		<b>119,060</b>	<b>103,939</b>
<b>Total administration expenses</b>		<b>150,360</b>	<b>139,387</b>

For a more detailed breakdown of staff costs refer to the Staff costs section of the Remuneration Report.

## 2.2 Deficit by operating segment

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Money Guidance</b>		
Staff costs	9,586	11,474
Grants paid	424	1,178
Contracted services	5,112	4,733
Digital & communications	2,589	3,447
Media & marketing	117	97
Training and recruitment	453	405
Accommodation costs	615	609
Research & evaluation	702	351
Office costs	27	40
Travel costs	25	2
Legal and professional fees	42	34
Audit fee	4	5
<b>Total</b>	<b>19,696</b>	<b>22,375</b>

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Debt Advice</b>		
Staff costs	8,369	8,056
Grants paid	50,793	48,374
Covid-19 Grants	17,440	16,958
Contracted services	4,874	3,655
Digital & communications	787	704
Media & marketing	136	276
Training and recruitment	561	642
Accommodation costs	253	420
Research & evaluation	323	401
Office costs	48	41
Travel costs	7	4
Legal and professional fees	275	135
Audit fee	28	21
Bank Charges	2	1
<b>Total</b>	<b>83,896</b>	<b>79,688</b>

## 2.2 Deficit by operating segment (continued)

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Pensions Guidance</b>		
Staff costs	4,824	6,131
Contracted services	4,208	225
Digital & communications	885	930
Media & marketing	2	2
Training and recruitment	259	402
Accommodation costs	243	310
Research & evaluation	7	-
Office costs	16	22
Travel costs	7	2
Legal and professional fees	99	91
<b>Total</b>	<b>10,550</b>	<b>8,115</b>

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Pension Freedoms</b>		
Staff costs	8,521	9,787
Grants paid	11,742	11,824
Contracted services	9,364	1,371
Digital & communications	1,411	1,207
Media & marketing	3,200	2,752
Training and recruitment	430	540
Accommodation costs	393	471
Research and evaluation	30	15
Office costs	29	138
Travel costs	6	3
Legal and professional fees	225	231
Audit fee	8	9
Bank charges	1	1
<b>Total</b>	<b>35,360</b>	<b>28,349</b>
<b>Total</b>	<b>149,502</b>	<b>138,527</b>
Amortisation	66	84
Depreciation	792	776
<b>Total administration expenses</b>	<b>150,360</b>	<b>139,387</b>



	Software Licences	Website	Digital Tool	Total
	£' 000	£'000	£'000	£'000
<b>Cost or valuation</b>	£000			
Opening balance 1 April 2020	700	293	-	993
Additions in the year	-	-	-	-
Disposals in the year	(349)	-	-	(349)
<b>As at 31 March 2021</b>	<b>351</b>	<b>293</b>	<b>-</b>	<b>644</b>
Opening balance 1 April 2021	351	293	-	644
Additions in the year	-	-	177	177
Disposals in the year	(288)	-	-	(288)
<b>As at 31 March 2022</b>	<b>63</b>	<b>293</b>	<b>177</b>	<b>533</b>
<b>Amortisation</b>	£000			
Opening balance 1 April 2020	662	89	-	751
Charge in the year	26	58	-	84
Disposals in the year	(349)	-	-	(349)
<b>As at 31 March 2021</b>	<b>339</b>	<b>147</b>	<b>-</b>	<b>486</b>
Opening balance 1 April 2021	339	147	-	486
Additions in the year	7	59	-	66
Disposals in the year	(288)	-	-	(288)
<b>As at 31 March 2022</b>	<b>58</b>	<b>206</b>	<b>-</b>	<b>264</b>
<b>Net Book Value as at 31 March 2021</b>	<b>12</b>	<b>146</b>	<b>-</b>	<b>158</b>
<b>Net Book Value as at 31 March 2022</b>	<b>5</b>	<b>87</b>	<b>177</b>	<b>269</b>

### **3. Intangible assets**

The website was first capitalised in October 2018 in MAS's accounts as development work, and although started during 2017/18 it was not finished until October 2018. The website was still in use at the end of the reporting period.

## 4. Property, plant and equipment (PPE)

	Leasehold Improvements £'000	Information Technology £'000	Furniture & Fittings £'000	Total £'000
<b>Cost or valuation</b>				
Opening balance 1 April 2020	1,469	2,073	638	4,180
Additions in the year	183	253	72	508
Disposals in the year	-	(396)	(70)	(466)
<b>As at 31 March 2021</b>	<b>1,652</b>	<b>1,930</b>	<b>640</b>	<b>4,222</b>
Opening balance 1 April 2021	1,652	1,930	640	4,222
Additions in the year	-	39	-	39
Disposals in the year	-	(508)	-	(508)
<b>As at 31 March 2022</b>	<b>1,652</b>	<b>1,461</b>	<b>640</b>	<b>3,753</b>
<b>Depreciation</b>				
Opening balance 1 April 2020	223	1,025	436	1,684
Charge in the year	346	364	66	776
Disposals in the year	-	(396)	(70)	(466)
<b>As at 31 March 2021</b>	<b>569</b>	<b>993</b>	<b>432</b>	<b>1,994</b>
Opening balance 1 April 2021	569	993	432	1,994
Charge in the year	368	362	62	792
Disposals in the year	-	(479)	-	(479)
<b>As at 31 March 2022</b>	<b>937</b>	<b>876</b>	<b>494</b>	<b>2,307</b>
<b>Net Book Value as at 31 March 2021</b>	<b>1,083</b>	<b>937</b>	<b>208</b>	<b>2,228</b>
<b>Net Book Value as at 31 March 2022</b>	<b>715</b>	<b>585</b>	<b>146</b>	<b>1,446</b>

## 5. Cash and cash equivalents

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
Balance at 1 April	3,401	11,765
Net change in cash and cash equivalent balances	(3,247)	(8,364)
<b>Balance at 31 March</b>	<b>154</b>	<b>3,401</b>
<b>The following balances were held at:</b>		
Government Banking Services	154	3,401
<b>Total</b>	<b>154</b>	<b>3,401</b>

## 6. Trade and other receivables

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Amounts falling due within one year</b>		
Trade receivables	12	24
Prepayments	829	1,404
Other receivables	1,610	2,422
<b>Total</b>	<b>2,451</b>	<b>3,850</b>

## 7. Trade and other payables

	Year Ended 31 March 2022 £'000	Year Ended 31 March 2021 £'000
<b>Amounts falling due within one year</b>		
Trade payables	4,316	575
Taxation and social security	28	246
Accruals	9,124	9,888
Other payables	10	29
<b>Total</b>	<b>13,478</b>	<b>10,738</b>

There are no payables falling due after more than one year.

## 8. Provisions

	Dilapidations £'000	Total £'000
Opening balance 1 April 2020	(189)	(189)
Provided in the year	-	-
Utilised in the year	-	-
<b>As at 31 March 2021</b>	<b>(189)</b>	<b>(189)</b>
Opening balance 1 April 2021	(189)	(189)
Provided in the year	-	-
Utilised in the year	-	-
<b>As at 31 March 2022</b>	<b>(189)</b>	<b>(189)</b>

## 9. Pension commitments

Pension benefits for staff appointed under MaPS and MAS contracts are provided through the MaPS pension scheme provided by Aviva. Additionally, the pension benefits for most of the employees transferred from TPAS on 1 January 2019 are provided through the legacy Civil Service pension arrangements.

### **MaPS pension scheme**

The MaPS pension scheme is a workplace pension provided by Aviva. In the scheme, MaPS contributes twice the employee contribution up to 10% of the employee's basic salary.

### **Civil Service pension arrangements**

Most past and present employees transferred from TPAS are covered by the provisions of the Principal Civil Service Pension Scheme (PCSPS) which is a defined benefit scheme and is unfunded and contributory, except in respect of dependents' benefits. MaPS recognised the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' service by payment to the PCSPS of amounts calculated on an accruing basis. Liability for the payment of future benefits is a charge on the PCSPS. As described more fully in the Remuneration and Staff Report, certain employees can opt for a stakeholder pension. TPAS staff were transferred to MaPS under TUPE and therefore the cost for pensions has transferred as well.

## 10. Operating lease commitments

As at 31 March 2022, MaPS had outstanding commitments for the future minimum lease payments under non-cancellable operating leases which fall due as follows:

	31 March 2022 £'000	31 March 2021 £'000
Not later than 1 year	963	943
Later than 1 year but not later than 5 years	900	1,842
Later than 5 years	-	-
<b>Total</b>	<b>1,863</b>	<b>2,785</b>

The total lease payments recognised as an expense in the year ended 31 March 2022 were £948,942 (year ended 31 March 2021, £927,992).

The above operating leases relate to:

- MaPS' office at 5th Floor, 120 Holborn. The lease started on 8 March 2014 for a 10-year period, ending on 7 March 2024. A 24-month rent-free period was granted at the start of the operating lease (March 2014 – February 2016). In accordance with IAS 17 (Leases), the rent-free period was amortised over the duration of the lease. A contribution of £225,000 from the landlord towards renovations of the office has also been amortised over the duration of

the lease This lease was novated from MAS under the Transfer Scheme

- MaPS' office at 1st Floor, Leather Lane. The lease started on 21 December 2018, ending on 7 March 2024. A three-month rent-free period was granted at the start of the operating lease (December 2018 – February 2019). In accordance with IAS 17 (Leases), the rent-free period was amortised over the duration of the lease
- MaPS' storage in the basement at 120 Holborn. The licence started on 19 December 2018, ending on 18 December 2022

## 11. Related party transactions

MaPS is a non-departmental public body sponsored by the DWP. The DWP is regarded as the ultimate controlling related party. MaPS submits quarterly Grant-in-Aid bids to the DWP. Once the DWP approves the quarterly bid, the agreed amount is released to MaPS.

During the 12 months to 31 March 2022, MaPS received Grant-in-Aid amounting to £142,320,000 (31 March 2021, £131,187,914) from the DWP.

MaPS also received revenue from levies collected by the FCA in the 12 months to 31 March 2022 of nil (31 March 2021, £21,094).



MaPS also recognised a grant in the 12 months to 31 March 2022 from HMT for research of £10,000 (31 March 2021, nil).

In addition, MaPS entered into secondment agreements for staff with the DWP and The Pensions Regulator.

All transactions with Directors are disclosed in the Directors' Emoluments section of the Remuneration and Staff Report. No Directors had any other transactions with MaPS during the year.

## **12. Financial instruments and associated risks**

MaPS' policy is that no trading in financial instruments is undertaken.

MaPS does not face the degree of exposure to financial risk that commercial businesses do. In addition, financial assets and liabilities generated by day-to-day operational activities are not held in order to change the risks facing MaPS in undertaking its activities. MaPS relies upon the DWP for its cash requirements, having no power itself to borrow or invest surplus funds. The short-term liquidity and interest rate risks are therefore slight. MaPS does not have and has not had an exposure to foreign currency risk.

The fair values of MaPS' financial assets and liabilities for both the current period and comparative year do not differ materially from their carrying values.

## **13. Revenue from levies and Grant-in-Aid from the DWP**

Revenue from levies received from the FCA in the 12 months to 31 March 2022 of nil (year ended 31 March 2021, £21,094 – these were the residual levies owed to the Money Advice Service on transition to MaPS).

During the 12 months to 31 March 2022, MaPS received Grant-in-Aid amounting to £142,320,000 (31 March 2021, £131,187,914) from the DWP. Of the total amount received, £216,158 (31 March 2021, £507,881) was incurred on capital expenditure.

## **14. VAT recoverable**

The VAT recovered in the 12 months to 31 March 2022 was £2,705,406.67 (31 March 2021, £2,244,134).

## **15. Events after the reporting date**

In accordance with the requirements of IAS 10 (Events After the Reporting Period), post-Statement of Financial Position events are considered up to the date on which the financial statements are authorised for issue.

The Accounting Officer authorised these financial statements for issue on the same date as the Certificate and Report of the Comptroller and Auditor General.



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