THE PENSIONS ADVISORY SERVICE
CORPORATE PLAN

1 APRIL 2009 – 31 MARCH 2012

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THE PENSIONS ADVISORY SERVICE – CORPORATE PLAN 2009-2012

Foreword by the Chairman

The Pensions Advisory Service (TPAS) has been one of the major pension successes of the past quarter century, combining volunteers and paid staff to provide a first rate, highly cost effective service. Over the years we have adapted to changing circumstances and have developed from a complaints handling organisation to incorporate generic pensions advice and information. The next few years will provide us with the most significant challenges we have faced since we broadened our remit in 1990 to incorporate advice on personal pensions.

Over the next two years we will be supporting the Financial Services Authority (FSA) in their Pathfinder project on the setting up of a service offering free impartial information and guidance on money matters. Long term the most significant challenge facing us is the introduction in 2012 of auto-enrolment into pension schemes. We are ideally placed to provide support to those members of the public who will undoubtedly have a number of questions over the implications of this initiative. It is estimated that as many as 15 million people will be affected. Many of these will need the support of an organisation versed in, and with the requisite expertise in, the giving of information and guidance on pensions to the public. We consider that we are the only non profit making organisation capable of providing this service.

While preliminary work will need to be undertaken during the period of this plan to accommodate the impact of auto-enrolment, we shall be talking to the Department for Work and Pensions about our future role in this area, and until firm decisions are taken we are not in a position to include the impact of this initiative within the current plan.

Over the period of this plan we shall continue to provide both dispute resolution and information giving services in respect of pensions. We expect our information and guidance to be an area of growth and our policies are designed to ensure that TPAS is in a position to give free pensions information to as many people as possible.

We are currently reviewing our corporate governance arrangements and expect during 2009/10 to instigate changes both to the make up of the Board and our management structure to bring us into line with structures commensurate with our size and status as an Executive Non-Departmental Public Body.

Our corporate plan incorporates a more detailed business plan for 2009/10 linking to our strategic objectives. We are confident that our plans are well balanced and considered and that they will enable us to provide a much needed service to as many people as possible.

Margaret Snowdon
Chairman

Foreword by the Chief Executive

In 2008 we celebrated our 25th anniversary. During this quarter of a century we have seen both our volunteer and paid work force grow to cope with the corresponding growth in the number of enquiries and complaints received. Throughout this period there have been numerous changes, both legislative and operational. We have witnessed the demise of many final salary schemes and we have had to adapt our strategies and practices to make sure that we were in a position to provide help to those who needed it, as the changes in pension provision and legislation impacted on the members of schemes.

While complaints against pension schemes have played, and continue to play, an important part in our service, we expect our main growth will be in the area of general information and guidance. Over the past five years we have seen a significant increase in the number of people contacting us needing generic information and we expect this number to grow.

Our philosophy has always been that prevention is better than cure. The greater access to the internet has meant that we have been able to practice our philosophy and extend our reach to a much wider audience than was previously possible. The internet has enabled us to develop a web site providing wide ranging information and guidance on all aspects of pension provision. It is a ready source of invaluable information. For the year ended 31 March 2008 our website received in excess of 500,000 visitors. For the year ending 31 March 2009 we are projecting that this will have increased to over 750,000. We fully expect that number to continue to rise over the next three years. The development of our web site to make sure it is easy to understand, is information giving, and reaches those in need of guidance, forms a major part of our strategic plans.

In March 2009 we are holding a series of receptions at the various parliaments/assemblies in Edinburgh, Belfast and Cardiff designed to promote our services to as many people as possible within Scotland, Northern Ireland and Wales. We shall continue to ensure that our service reaches those people who need it through our website, helpline and written correspondence.

During 2007/8 we introduced a pilot scheme designed at taking information to people into the work place. Alongside B&CE (the providers of the industry wide scheme for the Building and Civil Engineering industry), we undertook a number of presentations to employees in the construction industry. This was very successful and during 2008/09 we have extended this service to other employees in other businesses. During 2008/09 we expect to have made in the region of 75 presentations. We shall be discussing our future presentations with DWP as we aspire over the next three years to increase the number of presentations to 200 annually.

We work hard to ensure that we have many talented pension professionals giving up their spare time to help others. We are aware of the many challenges facing both us and the public over the next five years and I look forward to TPAS continuing to provide our valuable and much appreciated service to the public.

Malcolm McLean
Chief Executive

1. Introduction

The Pensions Advisory Service (TPAS)

1.1 We were formed in 1983 as a charity and were known as the Occupational Pensions Advisory Service. In 1990 a separate company OPAS was formed to assume and expand on the responsibilities of the Occupational Pensions Advisory Service and our status changed to that of a voluntary organisation. From this date we have been in receipt of government funding. In December 2004 we changed our name, to reflect our increasingly wider role, to The Pensions Advisory Service. We are a company limited by guarantee and are independent of both Government and the pensions industry. In 2006 we were designated as a Non Departmental Public Body which means that while part of the public service, we operate at arms length from Government. Our services are provided free of charge. We are funded by means of a grant in aid from DWP which is recoverable from a General Levy charged to eligible Occupational and Personal Pension schemes.

What We Do

1.2 We are an organisation which seeks to work with other service providers within both the public and private sector. We make a practical difference to the lives of those who seek our help.

1.3 We provide free of charge a one-stop pensions information and guidance service through:

- resolving, via a mix of conciliation and mediation, specific problems an individual is experiencing with a private pension provider. This covers all types of private pension provision;
- giving information and guidance on all pension matters, including generic information on state pensions;
- bringing to the attention of government departments, the public and the pensions industry areas of concern about the delivery of pensions, gained through our unique position in the industry.

1.4 We deliver our service through a mix of volunteers divided into regions and paid staff. Overseeing our activities is a Board of Directors. Details of our regional structure and Board of Directors can be found on our website www.pensionsadvisoryservice.org.uk

Key achievements

1.5 Our key achievements are detailed below.

- we annually successfully resolve between 85% and 90% of all complaints that we are asked to investigate;
- we have since 2004 operated a successful mediation service in conjunction with the Association of Pension Lawyers (APL);
- we regularly receive awards. The most recent being the award by UK Pensions in 2007 to our Chief Executive for the "Greatest Single Contribution to Occupational Pensions 1998-2007." We were successfully reassessed in 2008 for Investors in People accreditation, despite growth in workload and volunteers

since we were last assessed. This is public recognition of the investment we make in both our volunteers and paid staff;

- we have become established as a source of expertise on all aspects of pensions;
- we are recognised as an authoritative and independent voice in the world of pensions, offering reassurance to an increasingly sceptical public;
- we consistently achieve a high level of customer satisfaction over all areas of work;
- from questionnaire responses over 50% of those we provide information and guidance have acted on that information;
- as evidenced by a report by DWP our website provides the most comprehensive source of free information and guidance on pensions, reaching over 750,000 people annually;
- we have successfully extended our information and guidance arm through our work place initiative to employees in the work place.

2. The Corporate Plan

Introduction

2.1 This document sets out our plans and goals for the three years 1 April 2009–31 March 2012. Due to the fact that no firm decisions have been taken on our role in providing information and guidance when auto-enrolment is introduced, we are not in a position to include the impact of this initiative within the current plan. Once decisions are taken we would expect to submit an amended plan explaining any impact on either the way we operate or our resources.

2.2 The plan describes how we intend to approach our functions and activities during the next three years. It is a living document that embraces and updates the policies and strategies outlined in last year's plan. In particular for the next three years it:

- sets out our policies, strategies and objectives;
- examines the risks that we need to address; and
- sets out our priorities and planning assumptions.

2.3 The plan incorporates our 12 month business plan and resource requirements covering the period 1 April 2009 – 31 March 2010. In the business plan we describe in detail our specific action plans in support of our strategic objectives.

2.4 Indicative resource requirements are shown for the two subsequent years.

Challenges

2.5 There are a number of challenges facing us over the next three years as we adapt to the changing pensions and financial landscape. These are to:

i) increase the number of volunteers while at the same time making broader use of our volunteers. In a period when people are leading increasingly busy lives, it is becoming more and more challenging to recruit new volunteers with the required skills. We have, through our workplace initiative, begun to widen the use of volunteers by using them to make presentations to employees;

ii) play our part as experts in the provision of pensions information and guidance in assisting the FSA in their Pathfinder project;

iii) work with DWP to establish what our role might be in relation to providing information and guidance on auto-enrolment and Personal Accounts;

iv) consider how best to promote our services to a wider audience while managing the increased call volume while at the same time both maintaining our high standards and providing value for money to the levy payers;

v) recruit and maintain high quality staff;

vi) look at the needs of trustees, administrators and pension providers to see whether we can help improve the handling of disputes;

vii) explain our capabilities to key decision makers in DWP and in those organisations determining the future of financial advice and complaint handling;

viii) undertake a thorough review of our corporate governance and management structures to ensure they are fit for purpose;

ix) look at processes and procedures with a view to achieving productivity improvements during 2010/11 and 2011/12.

Our Mission Statement and Strategic Objectives

2.6 Our Mission Statement is:

> To be the centre of excellence for the provision to members of the public, of a broad range of free information and guidance on pension matters, and to help resolve pension complaints and disputes.

2.7 To realise our mission last year we set six strategic objectives. The Board has undertaken a review of these and they have now been updated to reflect changing circumstances. Our revised objectives are to:

a. provide information and guidance to members of the public, whether they have a pension or not, on all aspects of pensions and in doing so support DWP's goal of ensuring that people have the information and opportunities to save for retirement.
b. to continue to deliver an effective dispute resolution role;
c. increase the public's awareness and usage of our services;
d. communicate our capabilities to policy makers and opinion formers especially to those formulating the policy on Money Guidance and Auto-Enrolment;
e. help improve service standards within the industry through bringing to providers attention areas of concern arising out of our experiences, thereby encouraging the industry to reduce the incidence of dispute cases; and
f. maintain our high standard voluntary service thereby providing excellent value to the public purse.

2.8 While we still see ourselves, both in the short and long term, as providing a very important service in the area of disputes, we expect the growth in our services will be in the area of information and guidance. It is in this area that we have the greatest opportunity to make a real difference to people's lives. We expect to play an important role in the FSA led Pathfinder Project. Initial estimations are that we shall receive in the region of an additional 12,000 enquiries during the duration of the pilot scheme. We shall be working closely with DWP as they develop their policy on auto-enrolment, with a view to playing a leading role in providing information to those affected by this.

Actions to meet our strategic objectives

2.9 Below are the key actions to meet our strategic objectives. They are reviewed and evaluated quarterly by senior management and regular reports made to the Board, to ensure that they are still relevant and are achieving our desired aims.

a. provide information and guidance to members of the public, whether they have a pension or not, on all aspects of pensions and in doing so support DWP's goal of ensuring that people have the information and opportunities to save for retirement

We shall achieve this through:

- ensuring staff maximise their potential with access to appropriate training courses and being sponsored to study for relevant professional qualifications, thereby improving the quality of advice provided;
- making the most effective use of our volunteer workforce through continuing to use them on dispute resolution work and through supporting our information and guidance in the workplace initiative;
- working closely with other organisations including the FSA led Pathfinder Project;
- aspiring to expand our talks in the workplace with the aim that by 2011 to be undertaking 200 presentations annually;
- continue to provide a professional service through our helpline, website and written correspondence.

b. To continue to deliver an effective dispute resolution role

There is no legal requirement for complainants to use our service, only for scheme members to be informed of our service. In many respects this can be an advantage as it enhances our independence. We shall:

- ensure arrangements are in place with other dispute organisations for cases to be forwarded to us where appropriate;
- continue to develop close working relationships with the Financial Ombudsman Service (FOS) and the Pensions Ombudsman (PO);
- aim to strengthen relationships with schemes by continuing to meet with major schemes and providers to develop close working relationships and ensure that schemes correctly publicise our service (there is still a tendency for schemes to see us as another stage of the dispute resolution process, when we can in fact be contacted at any stage.)

c. Increase awareness and usage of our service by the public

We shall continue:

- to raise our profile within parliament and government departments;
- to increase public awareness of our services through ongoing media coverage resulting in an increase in the number of users of our service. This will need to be carefully managed each year to ensure we can cope with any increase in numbers;
- each year to further develop our website which we believe is already the best source of free information on pensions available on the internet, to provide advice on all aspects of pension provision and thereby increase the number of visitors to our website;
- through general publicity and our annual casework report, to inform both the pensions industry and other influential bodies(e.g. Financial Services Authority, Citizens Advice Bureau) of the full extent of the services we provide i.e. that we do not deal solely with complaints.

d. Communicate our capabilities to policy makers, and opinion formers especially to those formulating the policy on Money Guidance and Auto-Enrolment

It is important that those responsible for taking decisions on Money Guidance and Auto-Enrolment are aware of the contribution we can make. We shall aim to meet regularly with i) the team at the FSA responsible for the Pathfinder Project ii) the Personal Accounts Delivery Authority and iii) DWP.

e. Help improve service standards within the industry through bringing to providers attention areas of concern arising out of our experiences, thereby encouraging the industry to reduce the incidence of dispute cases

Our ideal would be to eliminate disputes between scheme members and the scheme. We cannot deliver this on our own. But we want to see a reduction in the number of dispute cases we receive. Through various means, including the production each year of our casework report, we shall therefore continue to bring areas of concern to the attention of the industry, with a view to improving industry service standards.

f. Maintain our high standard voluntary service thereby providing excellent value to the public purse.

We shall:

- each year seek to recruit at least 40 new volunteers through a number of measures including paid advertising and attendance at relevant conferences; and
- where possible look to use volunteers in areas other than just dispute resolution especially in the expansion of our work place initiative and in continuing to support the helpline.

Risk Management

2.10 We have identified a number of risks that could prevent us achieving our objectives. A risk grid has been produced and is monitored and reviewed by our Audit and Risk Management Committee. The grid, in identifying the risks, quantifies the likelihood of the risk occurring and the impact upon our services. Policies and procedures are in place to minimise the impact of the risks identified.

2.11 The three most significant risks and the action taken to reduce the risks are:

Loss of business continuity due to a loss of IT and/or accommodation: Mitigating factors: Production of risk register. IT contract in place with service level agreements. Disaster Recovery insurance in place. Production of business continuity plan;

Reduction in volunteers: Mitigating factors: Adviser recruitment plan which is regularly reviewed is in place. Additional resources to be dedicated to recruitment;

We are not given a full role in respect of giving information and guidance on Auto-Enrolment and the delivery of Money Guidance thereby adversely impacting demand for our information and guidance service: Mitigating factors: Continue to provide a first rate service. Work closely with DWP and PADA and demonstrate the value and need for an information and guidance service built on TPAS.

Planning Assumptions

2.12 It is always difficult to make planning assumptions as external activities e.g. publicity on pension issues, can result in an increase in our workload over which we have no control. However, based on previous experience and activity, alongside known future activities, we detail below our planning assumptions outlining our expected workload for the next three years. These are kept under constant review. We show the trends over the last four years alongside the projected workload for the next three years.

	2005/06	**2006/07**	**2007/08**	**2008/09**	**2009/10 projection**	**2010/11 projection**	**2011/12 projection**
Helpline	55,191	52,179	60,435	74,700 (see note ii below)	82,300 (see note iii below)	73,800	775,000
% Increase/ Decrease		(5)	15	24	10	(10)	5
Written Enquiries	4,839	6,712	9,374	12,800	14,000	15,400	16,900
% Increase/ Decrease		38	39	36	10	10	10
Written Complaints	5,956	6,821	7,027	7,800	8,200	8,600	9,000
% Increase/ Decrease		14	3	11	5	5	5
Website Visitors	264,760	404,000	523,270	816,000	1,020,000	1,275,000	1,593,000
% Increase/ Decrease		53	30	56	25	25	25

Assumptions

General

There are a number of activities that are likely to impact on our workload:

i) The steady increase year on year in our workload coupled with the increasing publicity on pensions indicates that there is a growing awareness of pension issues;

ii) In the last two weeks of March we received an exceptionally high amount of calls on paying National Insurance contributions. If we had not received these, the number of annual calls would have been in the region of 67,000. As this is expected to be a one-off the forecasts for future years is projected on this figure rather than the higher 74,700.

iii) The number of calls for 2009/10 include one off calls as a result of the Pathfinder Project. The Pathfinder Project team have indicated that we can expect to receive an additional 12,000 calls to our helpline in 2009/10. This is very much an estimate and the actual figure may be much lower than this. As the calls will be spread throughout the year and decisions on the future beyond Pathfinder have still to be made we intend to monitor the situation throughout the year and try to absorb the increase without additional staff. Following the pilot we shall be able to evaluate the impact on our service. Ignoring the Pathfinder project the number of calls are expected to be in the region of 70,300;

iv) Changes to the State Pension in 2010 are expected to generate enquiries;
v) The lead in to auto-enrolment is likely to lead to increased enquiries;
vi) The greater use of the internet and the development of our web site is expected to result in additional use of our services; and
vii) The greater use of email to contact us makes it easier for the public to raise their queries with us.
viii) The assumptions in projecting our likely workload do not take into account any increased work because of the economic downturn.

As a result of the above we are projecting an increase in our workload as follows:

Helpline

We are projecting a year on year increase of 5% in the number of calls to our helpline. In year 2009/10 this increase is further supplemented by 12,000 calls we expect to receive via the Pathfinder project. There are always a number of unknown factors in projecting the number of calls to the helpline. We can have no control over outside publicity on pension issues which can generate calls. A further unknown are the plans that DWP have for publicising the changes to the state pension scheme in 2010. Until these are formulated it is impossible to make any provision for any potential increase resulting from the changes.

Written Enquiries

Over the last four years enquiries have increased year on year at a rate ranging from 15% to 39%. The trend over the past 12 months is showing a lessening in the rate of increase. While we expect the number of enquiries to continue to rise, we have, taking account of the latest figures available, projected an average year on year increase of 10%.

Written Dispute Cases

These too have increased year on year, though the rate of increase has not been uniform, making it difficult to be precise about future increases. We expect the number of cases to increase and for this increase to range between 2% and 10%. We have therefore projected an average year on year increase of 5%.

Website Visitors

We are projecting a year on year increase of 25% as a result of our ongoing development and increased use of web site to find answers.

Financial Plans

2.14 Our financial plans and expenditure for the three years of the plan are shown at Appendix A. Detailed expenditure is provided for the first year of the plan. We have based these on workload assumptions and known activities. We show indicative expenditure for the final two years of the plan. Our income consists entirely of grant in aid from DWP and bank interest. The largest single expenditure is for staff salaries. To ensure that we can attract and retain the right staff to deliver our objectives we review our reward packages against the market for the job, along with HM Treasury guidelines on public sector pay. In 2008 we negotiated a two year 3.8% year on year increase to our pay bill for the years 2008/2009 and 2009/2010. During 2009 we shall be negotiating with DWP the next pay deal.

2.15 The resource requirements for the period of the plan are:

Year	Amount - £
2009/10	3,610,000
2010/11	3,868,000
2011/12	3,747,000

See Appendix A for more details.

Personnel Requirements

2.16 During the year ending 31 March 2009 we have seen an increase in workload that far exceeded our original projections. A successful business case was made to DWP for an additional member of staff to help with this increase. Using our approved complementing formula this showed our complement for 2008/09 should have been 37 Full Time Equivalents, (FTE) three more than we had been originally allocated. DWP agreed to an increase of one FTE for 2008/09 and further agreed to review the number in 2009. There has not been one reason for the increase in workload though major factors include the knock on effect of our Women and Pensions helpline introduced in 2007/08 and concerns over the security of money in pension schemes.

2.17 During 2008/09 we expanded our workplace initiative. While we are continuing to use volunteer advisers where possible, to take forward this expansion we recruited an additional two members of staff. The expansion of this initiative continues as we seek to increase the number of presentations over the next three years to 200 annually.

2.18 The number of staff and volunteers needed to deliver our services will depend largely upon whether our projections in workload are borne out and we can continue to make maximum use of volunteers. The more volunteers we can recruit, the more we can absorb increases in workload. We shall therefore be devoting additional resources to the recruitment of advisers to try to increase the overall number. We have used our complementing system to calculate future staff increases.

2.19 While we are projecting a large increase in the number of visitors to our websites, this should not impact upon staffing resources. We already devote resources to the website and these should be sufficient to continue to update and expand the website. The number of staff and volunteers are shown on the next page.

2.20 During 2009/10 we are conducting a review of our management structure with a view to introducing a flatter structure in 2010/11.

Staffing and Volunteer Requirements

	Full time staff posts and volunteers in post at 1 January 2009	Projected full time staff posts and volunteers required in 2009/10	Projected full time staff posts and volunteers required in 2010/11	Projected full time staff posts and volunteers required in 2011/12
	08/09	**09/10**	**10/11**	**11/12**
Chief Executive	1	1	1	1
Managers	5	5	5	5
Technical Staff	21.3	25	26.	27.6
Team Leaders	2	2	2	2
Admin/Finance/HR	6	6	6	6
Total Staff (full time equivalents)	35.3	39.3	40	41.6
Staff in Post		35.3	39.3	40.3
New Staff Needed		**4**	**1**	**1**
London Office* Advisers (full time equivalents)	1.5	1.5	1.5	1.5
Total FTE	**36.8**	**40.8**	**41.5**	**43.1**
Volunteers	**405****	**405**	**405**	**405**

* there is a pool of 12 volunteer advisers who assist on the helpline. This equates to 1.5 full time staff equivalents.
** the volunteers include advisers who deal with casework and other volunteers who provide free advice e.g. a panel of pension lawyers

3. Business Plan 1 April 2009 - 31 March 2010

3.1 Our three-year plan sets out our high level objectives. This section describes our specific action plans for the first year of the three-year plan. We also detail our Key Performance Indicators which show how we intend to measure the success of the action plans. The actions are designed to ensure we are in a position to provide our core tasks of dispute resolution and giving advice and information to as many people as possible through our helpline and website.

Action plans in support of our objectives

3.2

Strategic Objectives	Action Plans	Measurement/KPI
I) Provide information and guidance to members of the public, whether they have a pension or not, on all aspects of pensions and in doing so support DWP's goal of ensuring that people have the information to save for retirement.		Helpline continues to function and we continue to meet our service levels of:
	i) Continue to provide an expert helpline providing information and guidance on all aspects of pensions to members of the public.	i) 90% satisfaction rate with calls received;
	ii) To inform the delivery of our service and to provide feedback we shall continue to run regular surveys both via our helpline and website.	ii) zero complaints of misinformation on the part of the helpline or wrong advice given.
	iii) Continue to provide an expert information and guidance service in response to written enquires.	iii) Service level of 85% satisfaction with written enquiries maintained.
	iv) Seek to increase the number of presentations made to employers to 200 annually.	iv) By 31 March 2010, between 100 -200 talks will have been made to employers.
	v) Continue to achieve a high satisfaction rating from the number of people who are satisfied with the presentation.	v) Service level of 85% of employees satisfied with the presentation.
	vi) Further develop and improve our website through the introduction of a number of initiatives including additional on line planners to cover saving for retirement and auto-enrolment.	vi) The number of annual visitors to our website increases from 816,000 to 1,020,000.

	vii) Continue to provide access to, where appropriate, relevant professional qualifications to improve staff's skills e.g. PMI, Payroll Alliance. Provide relevant training courses for staff and volunteers.	vii) 75% success rate in all examinations taken; Skill levels improve – less referrals to managers for advice.
II) To continue to deliver an improved dispute resolution role	i) Continue to provide an expert dispute resolution service through a mix of volunteers and paid staff.	i) Ensure at least 50% of all complex complaint cases are dealt with by volunteers.
	ii) Ensure schemes are aware of the role we play in disputes.	ii) General publicity produced emphasising our role and annual casework produced and issued to major schemes by 15 July 2009.
	iii)Through engagement with FOS and the PO ensure dispute cases are referred to us where appropriate.	iii) Complaint cases increase by 5% from 7,800 to 8,200.
III) Increase awareness and usage of our service	i) Increase our presence at relevant retirement planning conferences for the public.	i) Attend and present at a minimum of four conferences throughout the year.
	ii) Continue with current media activities e.g. Working Lunch and Money Box Live while establishing greater links both with local and national media resulting in increased media coverage.	ii) Workload increases as follows: 10% increase in calls to the helpline (74,700 to 82,300 including 12,000 calls from the Pathfinder Project); 10% increase in the number of written enquires received (12,800 to 14,000); 5% increase in dispute cases received.(7,800 to 8,200).

IV) Communicate our capabilities to policy makers, and opinion formers especially to those formulating the policy on Money Guidance and Auto-Enrolment.	i) Work with the FSA and DWP so that they can understand what we do enabling decisions as to our participation in Money Guidance and Auto-Enrolment are as informed as possible to ensure we have a major role to play in the Pathfinder Project and Auto-Enrolment.	i) Cases are referred to us from the Pathfinder project; We are chosen to be the provider of information and guidance to support auto-enrolment.
V) Help improve service standards within the industry through bringing to providers attention areas of concern arising out of our experiences, thereby encouraging the industry to reduce the incidence of dispute cases received.	i) Continue to produce our annual casework review highlighting areas of concern. ii) Meet quarterly with the FSA to discuss specific instances and practices we come across. iii) Regularly liaise with TPR especially when we come across something which we believe would be of interest to them.	i) The number of cases reported in the casework report concerned with poor administration decrease from those previously reported. (For 2008/09 these stood at 44%of the cases received) Annual casework report produced and launched by 15 July 2009.
VI) Maintain our high standard voluntary service thereby providing excellent value to the public purse.	i) Continue with current recruitment policies – stands at conferences, talks, magazine articles, writing to schemes, etc Introduce visits to schemes to convince them of the benefits of volunteering for TPAS.	i) 40 new advisers recruited with the total number of volunteers remaining at their current level of 405; During the year we have a stand at a minimum of one major pensions conference.
	ii) Make use of the advisers in employer talks.	ii) Maintain a group of 50 advisers available to assist in talks.
	iii) Continue to use volunteers on our helpline.	iii) Maintain a minimum number of 12 advisers who are used to help run the helpline.

Performance targets

3.3 To ensure that we meet our high standards we have set a number of performance targets in relation to the following areas:

Finance
Written casework
Helpline calls
Satisfaction surveys
Volunteer performance

These targets are reviewed annually to make sure that they are still stretching but achievable.

Efficiency plans

3.4 We aim to deliver a cost-effective service by ensuring that both staff and volunteers have the skills necessary to deliver our service through:

- providing relevant training courses;
- ensuring that all volunteers are fully inducted as to what is required of them before they take on a case.

3.5 By continuing to provide our service through a mix of volunteers and paid staff continue to provide excellent value for the public purse.

3.6 We shall continue to benchmark standards and monitor performance against the standards set.

3.7 We shall continue to further develop our website to make it more informative to enable visitors to get the answer to their query without having to contact us further. Without this development we would expect the projected increase in workload to be even higher. At the same time we are expecting to increase the numbers of visitors to our websites as this is the most efficient and cost effective way of providing information and guidance.

3.8 We shall be reviewing all our contracts to ensure we are still receiving value for the public money we are entrusted with. All suppliers will be vetted to ensure the supplier is financially sound.

3.9 In view of the current economic climate we shall be keeping a close watch on the investment of our grant in aid. In 2008 we reviewed our banking arrangements and switched banks to Lloyds TSB. We shall be closely monitoring the situation to ensure we are receiving value for money and that the investment is safe.

3.10 We shall continue to review and revise our disaster recovery plan and risks to ensure that in the event of a disaster we are in a position to continue to provide our service in the most cost effective way possible.

3.11 We shall thoroughly review our working processes and procedures with a view to achieving future productivity improvements. At the same time we shall be reviewing both our management structure and size of the TPAS Board.

Appendix A

FINANCIAL PLAN AND ESTIMATE:
1 APRIL 2008 – 31 MARCH 2011

Detailed expenditure is shown for 2009/10 with indicative costs for the following two years

Sub-Head	**Projected Expenditure 08/09**	**Projected Expenditure 09/10**	**Indicative Expenditure 10/11**	**Indicative Expenditure 11/12**	**Notes of explanation**
I Manpower	£	£	£	£	
Salaries, on-costs and pensions	1,824,000	2,140,000	2,303,000	2,406,000	
Sub-total	***1,824,000***	***2,140,000***	***2,303,000***	***2,406,000***	1
II Running Costs					2
Other Staff costs	87,300	98,100	101,800	103,900	3
Accommodation and General Office Expenses	457,200	540,900	530,000	541,000	4
IT and Telecommunications	400,500	480,300	441,000	449,400	5
Promotional	71,000	48,000	40,800	41,600	6
Professional Fees	55,600	139,700	31,300	31,900	7
Volunteer Expenses	52,000	54,000	55,100	56,200	
Sub-total	***1,123,600***	***1,361,000***	***1,200,000***	***1,224,000***	
III Fixed Assets					
IT/Furniture/Equipment	12,200	4,000	260,000	12,000	
Sub-total	***12,200***	***4,000***	***260,000***	***12,000***	8
IV Depreciation	107,000	107,000	107,000	107,000	
Sub-total	***107,000***	***107,000***	***107,000***	***107,000***	
Total					
Less Income (bank interest)	(16,000)	(2,000)	(2,000)	(2,000)	9
Total Expenditure (on a resource accounting basis)	**3,050,800**	**3,610,000**	**3,868,000**	**3,747,000**	

NOTES TO APPENDIX A

1. Salaries and on-costs have been increased by 3.8% in 2009/10 from the costs in 2008/09. Four additional staff are needed in 2009/10 to meet the projected workload and to bring us up to complement. As not all of the increased projected workload will be received at once we have budgeted for one additional post to start in April and the remaining three additional posts to start in September. Costs for the following two years have been increased by 2%. We have also increased the staff numbers by an additional one member of staff in both 2010/11 and 2011/12 to meet the projected workload.

2. All running costs have been increased by 2% in line with the Government's target Consumer Price Index (CPI).

3. Increased staff numbers will see an increase in Travel and Subsistence costs.

4. 2009/10 sees the renewal of a three year on-line service with Pendragon. The other major increase in the year is due to accommodation costs following the rent review in 2008.

5. IT costs are expected to increase in 2009/10 as we invest in the further development of our website. Additionally the cost of maintaining our IT system increases in 2009/10, as the contract enters its fourth year, to cover the age of the equipment. It is expected that web development costs will then reduce over the next two years.

6. In 2008/09 we held receptions in Edinburgh, Cardiff and Belfast to promote our services. These were one-off costs that are unlikely to occur in the next three years.

7. In 2009/10 we plan to employ on a short term contract an IT consultant to help with the renegotiation of our IT managed service contract. We will also incur additional costs in the recruitment of a new chairman due in 2009.

8. In 2010/11 our IT equipment will be approaching five years old. While we shall be discussing this with whoever wins the contract for our IT managed service, we have deemed it prudent to include an amount for replacing equipment. It is likely that due to the age of the equipment we shall either have difficulty in obtaining a managed service contract to cover the equipment, or the cost of doing so is likely to be prohibitive.

9. With the credit crunch interest rates have significantly reduced resulting in a loss of income.