

# MaPS Corporate Plan

April 2022 - March 2023



# Our Strategy

## Vision

**Everyone making the most of their money and pensions**

## Mission

**We help people** – particularly those most in need – to improve their financial wellbeing and build a better, more confident future. Working collaboratively across the UK, we make sure customers can access high-quality money and pensions guidance and debt advice throughout their lives, however and whenever they need it.

## 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

## Principles and values

Customer and outcomes focused

Evidence-led and targeted

Agile and innovative

Efficient and effective

Leading by example

Caring – Connecting – Transforming

# Foreword and introduction

**We help people – particularly those most in need – to improve their financial wellbeing and build a better, more confident future. Working collaboratively across the UK, we make sure customers can access high-quality money and pensions guidance and debt advice throughout their lives, however and whenever they need it.**

That is our mission, and we are extremely proud of the work we have already done to make it a reality.

But there is little doubt that we are entering a year when money and pensions guidance and debt advice will become more important than ever. The Office for Budget Responsibility now expects to see the largest fall in living standards on record over the next 12 months, with inflation rising to a 40 year high.

This will be felt and experienced in a very real way by people across the UK, with inflation increasing prices, eroding real income, and resulting in some extremely difficult choices and trade-offs for households.

That makes this 2022/23 Corporate Plan particularly critical, so that we can give people the help they need, when they need it. Our key priorities, in line with our three-year Corporate Strategy, are to:

- Help people in financial crisis. High quality debt advice works. We will increase the availability of debt advice, increasing capacity so that more people can get the debt advice they need. Completing the currently live commissioning of debt advice will be critical to that, as well as taking steps towards delivery of an effective approach to our future commissioning of regional services.
- Help people manage their money today. Money guidance helps people make informed decisions and feel secure and in control of their finances. We will work with others to embed quality money guidance into the products, services and places that people already engage with. Our expanding Money Guiders offer will be key to making that happen. We will evolve our own money guidance service so that it complements the money guidance provided by others, and helps those who don't know where to go by assessing their needs and directing them to the right place.



Caroline Siarkiewicz



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- Help people with their pensions and financial future. Engaging with pensions and planning for the future will help people achieve the standards of living they hope for in retirement. We will ensure that people are able to access our highly regarded and valued pensions guidance service, by driving efficiencies in the delivery of the guidance we offer. That means making better use of cost-effective and scalable digital channels where appropriate, as well as commencing work to re-commission our Pension Wise service.
- Work with partners to improve financial wellbeing. Financial wellbeing is about being financially resilient, confident and empowered, and is core to a happy, healthy life. So we will put in place the foundations, now, for a concerted effort to improve financial wellbeing. We will co-ordinate and monitor the implementation of the national deliver plans as well as delivering supportive infrastructure such as the Financial Wellbeing Barometer.
- Build on strong foundations. To be successful, and help those most in need, we need to strengthen how we run our services, building on what we do well and learning from others. We will continue to plan for and prepare for the 2023/24 relocation of the MaPS office, as part of the UK Government's Places for Growth programme, transform our digital, data and technology estate, and strengthen our controls environment.

By delivering these priorities we will help people, particularly those most in need, make the most of their money and pensions and navigate the cost of living pressures we are already experiencing.

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# About MaPS

**The Money and Pensions Service (MaPS) was set up by the Financial Guidance and Claims Act (2018). We are an arm's-length body, sponsored by the Department for Work and Pensions (DWP), funded by levies on both the financial services industry and pension schemes.**

The work of MaPS is across five statutory functions, as set out in the Act:

- **Pensions guidance** – to provide, to members of the public, free and impartial information and guidance on matters relating to occupational and personal pensions.
- **Debt advice** – to provide, to members of the public in England, free and impartial information and advice on debt.
- **Money guidance** – to provide, to members of the public, 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.
- **Consumer protection** – work with government and regulators to protect consumers against financial scams and support the efforts of the wider financial services industry to protect consumers.
- **Strategy** – working with others, to develop and co-ordinate a national strategy to improve (a) the financial capability of members of the public, (b) the ability of members of the public to manage debt, and (c) the provision of financial education to children and young people.

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.

**Our statutory objectives** are to:

- improve the ability of members of the public to make informed financial decisions,
- support the provision of information, guidance and advice in areas where it is lacking,
- 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),
- 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
- 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.

**These statutory functions and objectives form the basis of our three-year Corporate Strategy and this one-year Corporate Plan. In line with these, this document is organised around our five overarching priorities and sets out what we will do in 2022/23 to deliver against our Corporate Strategy and statutory responsibilities.**

You can read our three-year Corporate Strategy [on our website](#).



# Our key priorities for 2022-23

## 1 Helping people in financial crisis

### Summary of our three-year Corporate Strategy

High-quality debt advice works. Helping people to take action on problem debt can significantly improve their financial wellbeing as well as their wider mental and physical health. Over the next three years, we will significantly expand the reach of debt advice, whilst increasingly targeting those most in need. We will also work with a broad and diverse range of partners to create a more efficient and effective debt advice sector, increasing access to help and enhancing the service offer.

#### What success looks like

- **Greater reach for those most vulnerable** – in England, increasingly prioritising those most in need of debt advice and facing vulnerable circumstances
- **Best practice commissioning** – complete our current commissioning exercise, innovating through our services, delivering better outcomes for customers and further addressing increasing case complexity
- **Sector transformation** – contributing to and promoting the successful implementation of the target future state for the debt advice and creditor sectors
- **Improved outcomes and experience for customers and enhanced adviser wellbeing** – working collectively with others, increasing the sector's resilience, effectiveness and efficiency

#### How we'll do it

- Commission high-quality debt advice in England
- With partners, drive transformation in the debt advice sector across the UK

## Where we are today

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In total, around 8.5 million people in the UK were estimated to need debt advice in 2021, with the available capacity in the sector significantly lower. Need has grown significantly since the start of the COVID-19 pandemic. As the initial policy response to COVID-19 starts to unwind, we are seeing debt collection practices increasingly return to 'normal' and the ability to defer loan repayments reduce. That is forecast to increase demand for debt advice in the coming years – further exacerbated by the current substantial and increasing pressures on living costs.

Our primary focus in the first year of our three-year Corporate Strategy will be to increase the availability of debt advice, including by increasing and improving digital capacity so that more people can get the debt advice they need, and which we know works. Completing the currently live commissioning of debt advice will be critical to that, as will taking steps towards delivering an effective approach for our future commissioning of regional services. As we roll out new services for national, business debt and Debt Relief Order (DRO) provision, we also expect them to be more comprehensive in serving customers' needs, achieving consistently good outcomes.

While investment in MaPS' debt advice services has grown substantially in recent years, we will need to keep focused on ensuring we make best use of it. That means being innovative where appropriate, responding swiftly to changing needs and ensuring our funding complements other sources of funding for the debt advice sector.

## In 2022/23, we will:

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- Provide debt advice to **455,000** clients in England through mainstream funding and the Breathing Space Mental Health Access Mechanism.
- Fund the successful administration of **20,000** Debt Relief Orders (DROs) in England.
- Provide an additional **115,000** debt advice sessions through our Increasing Capacity project (as part of our COVID-19 response).
- Commission high-quality debt advice services with **85%** customer satisfaction and **85%** customer outcome score.
- Continue the **commissioning of free-to-customer debt advice delivery in England** driving greater capacity, better outcomes for customers, and ensuring the needs of people in vulnerable circumstances are met, including
  - maintaining delivery capacity throughout the commissioning exercise through the extension of existing grants,
  - launching the debt advice contracts for national, business debt and DRO services no later than 1<sup>st</sup> February 2023, and
  - initiating the design phase of commissioning regional services and putting in place a further grant for our current regional providers beyond the interim ten-month grants. This will give us adequate time to work with the sector to shape our longer-term plans for regional delivery.
- Continue to **work with cross-sector partners to drive transformation** in the debt advice sector across the UK, delivering a new more efficient and effective model that will improve the services people receive, including
  - developing a jointly owned sector transformation gap analysis, with prioritised areas for action,
  - completing approved enhancements to the Standard Financial Statement and continuing to promote and support its broader use across the UK,
  - working with creditors to improve referrals into debt advice, introducing at least 10 new partners into the Money Adviser Network, and
  - completing the pilot for the breathing space mental health access mechanism in England and establishing a plan for the next steps.



## 2 Helping people in need manage their money today

### Summary of our three-year Corporate Strategy

Financial resilience helps people deal with unexpected events that cause financial shocks, as well as providing a strong foundation to plan for the future. Good quality money guidance has a key role to play, helping people make more informed decisions and feel secure and in control of their finances day-to-day. Over the next three years, we will make our own services more focused on those most in need, complementing what exists in the market. And we will work with partners to improve the ability of 'trusted messengers' to provide money guidance or signpost to appropriate services.

#### What success looks like

- **Better outcomes for consumers** – receiving the guidance they need to understand options, make informed decisions, and feel empowered, confident and in control of their money
- **Cost-effective delivery** – ensuring good value for money across all our money guidance activities
- **Improved accessibility** – seeking to embed high-quality guidance within the products, services and places that consumers already engage with
- **More targeted MoneyHelper services** – engaging with, and providing guidance for those most in need and in vulnerable circumstances, complementing what exists elsewhere
- **Greater reach and engagement with those most in need through partners** – enabling partners through our MoneyGuiders offer and embedding our own MoneyHelper content where people are

#### How we'll do it

- Provide high-quality, impactful and targeted money guidance through our services
- Work with partners to ensure high-quality money guidance is available where people need it

## Where we are today

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We know that millions of people across the UK would benefit from money guidance to help them make the most of their money, with this need increasing as the impacts of COVID-19 and rising prices put further pressure on living standards. We also know that many of those who most need help don't know where to go, or simply aren't looking for help.

So our priority for the first year of our three-year Corporate Strategy is to work with others to embed quality money guidance into the products, services and places that people already engage with. Our expanding Money Guiders offer will be key to making that happen, improving the ability of practitioners to offer money guidance and signpost consumers to the help they need. We will evolve our own money guidance service, and in particular our MoneyHelper website, so that it complements the money guidance provided by others, offering a trusted source for partners and practitioners to signpost consumers to. And helps those who don't know where to go by assessing their needs and directing them to the right guidance, whether provided by us or by others.

## In 2022/23, we will:

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- Deliver a total of **12 million** engaged sessions with customers on our MoneyHelper website, providing information and guidance across money, debt and pensions (including **1.9 million** referrals to partners).
- Help customers with their money via **400,000** completions of MoneyHelper digital self-serve tools.
- Deliver **210,000** sessions through our MoneyHelper contact centre.
- Deliver high-quality money guidance services with **85%** customer satisfaction and **85%** customer outcome score.
- **Improve our MoneyHelper website** to better meet the needs of our target customers, including
  - completing the design and implementation of new content and tools, covering five foundational subjects (e.g. budgeting, insurance) and four key life events (e.g. job loss),
  - evolving our guidance so that it is increasingly in bite-size, easily digestible chunks, is focused on creating clear actions that customers can take, and goes deeper where appropriate,
  - migrating our existing self-serve tools onto our new and improved technology platform to create better holistic customer journeys, and
  - removing or reducing duplicative content where we can signpost customers to other good-quality, fit-for-purpose sources.
- Continually **update our money guidance content** in response to ongoing policy and regulatory changes.
- Through our Money Guiders offer, engage with **2000 front-line practitioners** and **150 organisations** who have existing relationships with those most in need, to develop their knowledge, skills and confidence to deliver good quality money guidance.
- **Strengthen and grow our Money Guiders offer**, responding to the evaluation and feedback through our pilot, including
  - publishing further e-learning related to the money guidance competency framework,
  - delivering UK-wide networks for CPD (continuing professional development), learning and sharing opportunities, and
  - improving digital journeys for practitioners and organisations.



## 3 Helping people with their pensions and financial future

### Summary of our three-year Corporate Strategy

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Engagement with pensions and planning for the future will help people achieve the standard of living they hope for in retirement. Good pensions guidance simplifies complexity, making it easier to understand what decisions need to be made and what steps to take. It helps people take action, safely. Over the next three years, we will transform how we provide pensions guidance and deliver the Pensions Dashboards Programme to help substantially more people plan their financial futures.

#### What success looks like

- **Better outcomes for customers** – receiving the right guidance at the right time to help them navigate complex choices and make informed, confident decisions
- **Greater reach with high-quality services** – more people engaged with MoneyHelper and Pension Wise, including through cost-effective scalable digital channels and services such as the MaPS pensions dashboard
- **Delivering the pensions dashboards programme** – the MaPS Pensions Dashboard will allow users to view their pension details according to the Pensions Dashboard Programme Data Standards, and be displayed according to the Pensions Dashboard Programme Design Standards, alongside explanatory content to help users understand their pension data - access will be provided for registered individuals, guest users, and trusted third parties, with secure technical architecture and strong governance to protect participants

#### How we'll do it

- Provide high-quality, impactful and targeted pensions guidance to more people through our services
- Enable people to access their pensions information online, securely and all in one place through pensions dashboards

## Where we are today

Our existing pensions guidance service is highly regarded and valued by customers, helping them navigate a complex pensions landscape and make good decisions about planning for later life. We want to continue delivering that service, as well as ensuring more people are able to access it, by driving efficiencies in the delivery of the guidance we offer.

That means making better use of cost-effective and scalable digital channels where appropriate and commencing work to re-commission our Pension Wise service, ensuring more customers are accessing the right guidance to meet their needs.

### Consumer protection

We work with Governments and regulators to protect consumers against financial scams and support the efforts of the wider financial services industry to protect consumers.

#### In 2022/23, we will:

- continue to support victims of financial crimes over the telephone through our specialist Financial Crimes and Scams team,
- continue cross-governmental and Project Bloom working to establish a Victim Support Network,
- deliver Pension Safeguarding Guidance appointments to pension scheme members where an amber scam flag has been identified by the scheme, and
- engage with external partners to share trends.

## In 2022/23, we will:

- Help customers with their pensions and retirements via **700,000** completions of MoneyHelper digital pension tools.
- Achieve the target of **250,000** Pensions Freedom appointments arranged and self service journeys completed and achieve the target of **205,000** Pensions Guidance sessions completed.<sup>1</sup>
- Deliver high-quality pensions guidance services with **85%** customer satisfaction and **85%** customer outcome score.
- Continue to **transform our pensions guidance** services to ensure customers receive the right guidance at the right time to meet their needs, and to reach more people through increased use of cost-effective and scalable digital channels and services, including
  - increasing front-line Pension Wise delivery capacity for the launch of Stronger Nudge in June 2022,
  - with DWP and a range of other partners, commencing the build phase of a new mid-life MOT proposition, incorporating three guidance pillars of finance, health and work,
  - completing the beta phase of a new digital version of the Pension Wise appointment offer,
  - commencing the alpha phase of a new Retirement Planning Hub, which will have the MaPS pensions dashboard at its heart to support holistic retirement planning and more personalised decision making, and
- commencing a two-year programme to review the Pension Wise service delivery model and implement the resulting changes.
- Continually **update our pensions guidance content** in response to ongoing policy and regulatory changes.
- Continue to **progress the Pensions Dashboards programme (PDP)**, enabling the creation of pensions dashboards in future years which will allow individuals to access their pensions information online, securely and all in one place, including
  - developing the central digital technical architecture,
  - making iterative improvements to the service based on user testing,
  - onboarding potential commercial dashboard providers and volunteer data providers,
  - publishing and consulting on dashboard standards, and
  - working with delivery partners (FCA, TPR, DWP) to support the industry in preparing for dashboards.
- Continue the **development of the MaPS pensions dashboard**, including completing its integration into the PDP ecosystem.

<sup>1</sup> This includes sessions resulting from Stronger Nudge and Safeguarding volumes, which are largely outside of MaPS control.

## 4 Working with partners to improve financial wellbeing

### Summary of our three-year Corporate Strategy

Financial wellbeing is core to a happy, healthy life and every organisation that touches on people's financial lives can make a meaningful, positive impact. Over the next three years, through our co-ordination role, we will help to grow, champion and enable the financial wellbeing community, driving progress towards the national goals of the UK Strategy for Financial Wellbeing.

#### What success looks like

- **Better outcomes for people** – co-ordinating and monitoring the four national delivery plans to drive progress towards the national goals of the UK Strategy for Financial Wellbeing
- **A committed and engaged financial wellbeing community** – delivering evidence-based interventions across multiple sectors, including employers and health and social care systems
- **New insights, innovation and digital solutions** – to grow and improve the impact of the financial wellbeing community on consumer outcomes

#### How we'll do it

- Inspire, enable and co-ordinate the financial wellbeing community to drive the UK Strategy national goals
- Lead or support key initiatives set out within the national delivery plans

## Where we are today

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We know that levels of financial wellbeing across the UK were low before the COVID-19 crisis, that the pandemic will have exacerbated already low levels of financial resilience for many, and that living standards will come under increasing pressure in the face of rising prices this year.

That means we need to put in place the foundations, now, for a concerted effort to improve financial wellbeing across the three-year Corporate Strategy period. Key to achieving ambitious goals across financial education, savings, credit, debt and later life, will be the ongoing co-ordination and monitoring of the national delivery plans. This will be supported by the delivery of infrastructure, such as the Financial Wellbeing Barometer.

## In 2022/23, we will:

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- Complete the **discovery phase for a new UK Financial Wellbeing Barometer**. The Barometer – which will draw on MaPS and third party data – will allow MaPS and other stakeholders of the UK Strategy to monitor dynamically the status of financial wellbeing across the UK, in line with the five national goals. It will allow stakeholders to understand levels of financial wellbeing by geography and demographics, enabling more informed decision making at a national, regional and local level.
- Commence the **discovery phase for a new digital platform for partners**, which will provide best-practice information, support and guidance on financial wellbeing to organisations we work with.
- In collaboration with NHS England social prescribing and psychological therapies teams, continue work to design, pilot and deliver **financial wellbeing support through health systems**.
- Co-ordinate and monitor UK Strategy delivery plan activities in support of the five national goals, including
  - continuing **the creation of a digital version of Talk, Learn, Do (TLD)**, enabling practitioners and parents of 3-11 year olds to access bite-sized financial education content, including completion of the alpha and beta phases of the project,
  - commencing work to **extend the TLD content to teenagers and young people** through a pilot,
  - with the Department for Education, co-ordinating **support for practitioners working with vulnerable children**,
  - with a range of financial services providers, co-creating the first draft of a **savings charter to encourage regular saving**,
  - working with **a range of key stakeholders on the Credit Counts agenda** – including Fair4AllFinance, Money and Mental Health Policy Institute, IncomeMax, the debt advice sector and others – such as, helping improve money guidance on income maximisation, increasing awareness of and access to community finance credit products, and developing creditor standards for those with mental health issues, and
  - working with the wider debt sector, financial services and government to **examine how the debt advice sector refers people to other specialist advice sectors** to ensure they get the rounded, holistic support they need.
- Complete or continue pilots with **Nest Insight** and our **Financial Wellbeing Lab with the Behavioural Insights Team** and partners, and publish findings, including new research on opt-in and opt-out payroll savings schemes and on prize-linked savings.

## 5 Building on strong foundations

### Summary of our three-year Corporate Strategy

Achieving our vision of everyone making the most of their money and pensions will be challenging. To be successful, we will need to rise to that challenge, strengthening how we run our service, building on what we do well whilst learning from our experience and that of our stakeholders – including implementing the recommendations of the 2021 Departmental Review.

We will also build on the flexible and agile ways of working we established in response to the pandemic, realising the benefits of our investment in the technology and systems to enable effective hybrid working.

#### What success looks like

- **Customer and outcomes focused** – being bold, thinking creatively and embracing change to improve customer outcomes
- **Evidence-led and targeted** – using the best available insights, experience and expertise to improve our impact
- **Agile and innovative** – looking to the future, testing new ideas and adopting best practice where we see it
- **Efficient and effective** – optimising our operating model to maximise value for money
- **Leading by example** – living by our values of caring, connecting and transforming, every day

#### How we'll do it

- Continue to embed these principles and values in everything we do
- Build excellence in commercial and commissioning to deliver better outcomes for our target customers
- Transform our customer delivery model, enabling more efficient, personalised and impactful services
- Invest in data, technology and digital infrastructure and capability
- Strengthen our controls and governance, quality assurance, and approach to performance

## In 2022/23, we will:

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- Continue to **plan and prepare for the 2023/24 relocation of the MaPS office** outside of London and the South-East of England, as part of the **UK Government's Places for Growth programme** and levelling up agenda, including
  - selection and communication of the new office location, and
  - completing collective and individual consultations with MaPS colleagues.
- Improve the capacity and capability of our people, so that we are able to adapt and flex to deliver our Corporate Strategy and Corporate Plan, by creating and implementing a **learning and development** strategy, including
  - identifying capability gaps and learning needs in MaPS, including targeted populations (e.g. leadership, diversity and inclusion, operations, strategy), and
  - addressing learning and development as a low scoring/high impact area in colleague engagement surveys (October 2019 and October 2020) and exit survey feedback with the aim of improving retention of high performing colleagues.
- Continue to **transform our digital, data and technology estate** to reduce legacy technical debt, build a more resilient and fit-for-purpose infrastructure that enables better services for customers and partners, and work towards our longer-term vision to become a trusted source of financial wellbeing data for the UK, including
  - completing the implementation of a new contact centre platform for our money and pensions guidance services,
  - continuing to improve our data maturity by establishing a data centre of excellence model within MaPS, and
  - establishing a MaPS API gateway to smoothly control the flow of data throughout the organisation, with embedded data governance.
- Continue to embed, monitor and enforce the **MaPS Standards to operationalise our Quality Assurance Framework**. We aim to create an effective framework for both organisation-wide compliance with the Standards and customer-facing quality assurance testing, in order to measure compliance, unsuitability and detriment. Activities include
  - establishing an effective communication and engagement plan with the sector to take on board feedback and ensure testing is operationally viable and not resource onerous,
  - designing and implementing a new reporting dashboard to deliver live, in-month reporting on compliance against the Standards as well as unsuitability and detriment should this occur, and
- focusing on consistency and calibration with both internal and external partners, testing the effectiveness of the controls in place and gaining confidence and assurance in the processes used in front line delivery.
- Continue to **strengthen MaPS control environment**, through embedding and continuing to improve our organisational systems and processes, including
  - completing improvements to our governance framework to ensure efficient and effective decision making and oversight,
  - designing and implementing a new, agile planning approach, enabling a longer-term planning horizon that is both proactive and responsive to a dynamic and challenging macro environment, and
  - continuing to improve and embed our risk, compliance and assurance frameworks and processes.

# Measuring success

## A new approach to performance

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The work we do only matters if it makes a positive difference to people's lives across the UK – helping those most in need to navigate financial difficulties, to make more informed decisions about their money and pensions, and to improve their financial wellbeing throughout their lives.

It is critical that we hold ourselves to the highest standards for what we do, how we do it and – most importantly – the impact we have on those we are here to help and support.

To ensure that we do, we are strengthening our approach to performance and how we measure our progress and success. Our new performance framework aligns to the five key strategic aims and includes measures we have previously used, and some further measures introduced this year. As MaPS continues to develop in line with its Strategy, some measures will evolve further with new ones introduced to ensure we are sufficiently agile and innovative in measuring the right things to track our progress and success.

We will report our performance each year in our published annual report and accounts.



**A. Commission high-quality debt advice in England, completing the commissioning exercise currently underway**

**Reach**

- Provide Debt Advice to 455,000 clients in England through mainstream funding and the Breathing Space Mental Health Access Mechanism
- Successful administration of 20,000 Debt Relief Orders
- Provide an additional 115,000 Debt Advice Sessions through our Increasing Capacity project (as part of our COVID-19 Response)

**Quality**

- Customer Satisfaction: 85%\* of customers are satisfied and would recommend the service (Average across 2 survey questions)
- Customer Outcome score: 85%\* of customers agreed that the advice improved their financial wellbeing (Average across understanding and resolution)

We also track compliance with MaPS Standards – we are entering a test and learn phase against the new MaPS Standards and this measure will be refined and embedded further in 22/23

**B. With partners, drive transformation in the debt advice sector across the UK**

- Develop a jointly owned sector transformation gap analysis with prioritised areas for action
- Complete approved enhancements to the Standard Financial Statement
- Working with creditors to improve referrals into debt advice, including introduction of at least 10 new partners into the Money Adviser Network

**C. Support HMT, wider Governments, regulators and industry in the formulation of debt advice policy and regulation in the UK**

- Deliver and publish a robust evaluation of the Breathing Space mental health access mechanism service
- Mobilise the two Debt Relief Order contracts as part of the overall commissioning programme

\* Pilot phase during 22/23 following onboarding of new research partner

Helping people in need manage their money today	<b>A. Provide high-quality, impactful and targeted money guidance through our services</b>		
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	<b>C. Support Governments, regulators and industry in the formulation of consumer financial policy and regulation in the UK</b>		
	<p><i>No performance measures for 22/23 – we will support Government, regulators and industry as and when required through the year</i></p>		
Helping people with their pensions and financial future	<b>A. Provide high-quality, impactful and targeted pensions guidance through our services</b>		
	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <b>Reach</b> <ul style="list-style-type: none"> <li>■ Achieve <b>250,000</b> Pensions Freedom appointments arranged and self service journeys completed</li> <li>■ Achieve the target of <b>205,000</b> Pensions Guidance sessions completed</li> <li>■ 700,000 digital self-serve pensions guidance tool completions</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <b>Quality</b> <ul style="list-style-type: none"> <li>■ Customer Satisfaction: 85% of customers via phone/webchat are satisfied and would recommend the service (Average across 2 survey questions)</li> <li>■ Customer Outcome score: 85% of customers via phone/webchat agreed that MaPS improved their financial wellbeing (Average across understanding and resolution)</li> </ul> <p>We also track compliance with MaPS Standards – we are entering a test and learn phase against the new MaPS Standards and this measure will be refined and embedded further in 22/23</p> </td> </tr> </table>	<b>Reach</b> <ul style="list-style-type: none"> <li>■ Achieve <b>250,000</b> Pensions Freedom appointments arranged and self service journeys completed</li> <li>■ Achieve the target of <b>205,000</b> Pensions Guidance sessions completed</li> <li>■ 700,000 digital self-serve pensions guidance tool completions</li> </ul>	<b>Quality</b> <ul style="list-style-type: none"> <li>■ Customer Satisfaction: 85% of customers via phone/webchat are satisfied and would recommend the service (Average across 2 survey questions)</li> <li>■ Customer Outcome score: 85% of customers via phone/webchat agreed that MaPS improved their financial wellbeing (Average across understanding and resolution)</li> </ul> <p>We also track compliance with MaPS Standards – we are entering a test and learn phase against the new MaPS Standards and this measure will be refined and embedded further in 22/23</p>
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<b>B. Enable people to access their pensions information online, securely and all in one place through pensions dashboards</b>			
	<ul style="list-style-type: none"> <li>■ Complete the build of the core digital architecture that will enable pensions dashboards and test</li> <li>■ Onboard volunteer pension providers and potential dashboard providers into the ecosystem as part of a testing phase, using ‘live’ data with real consumers</li> </ul>		
	<b>C. Support DWP, wider Governments and regulators in the implementation of pensions policy and regulation in the UK</b>		
	<ul style="list-style-type: none"> <li>■ Implement Stronger Nudge to pensions guidance, including the development of an online booking system to support providers in complying with the duties</li> </ul>		

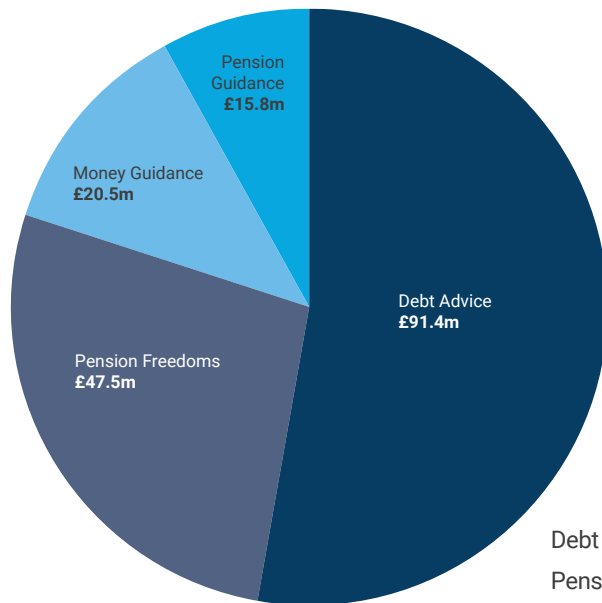
<p><b>Working with partners to improve financial wellbeing</b></p>	<p><b>A. Inspire, enable and coordinate the financial wellbeing community to drive the UK Strategy national goals</b></p>
	<ul style="list-style-type: none"> <li>■ Commence discovery phase of the new digital platform for partners</li> <li>■ Complete discovery phase of the Financial Wellbeing Barometer</li> </ul>
	<p><b>B. Lead or support key initiatives set out within the national delivery plans</b></p>
	<ul style="list-style-type: none"> <li>■ Lead or support the initiatives for which MaPS has an agreed role, as set out within the national delivery plans</li> </ul>
<p><b>Building on strong foundations</b></p>	<p><b>Embed our Principles and Values of caring, connecting and transforming</b></p> <ul style="list-style-type: none"> <li>■ Report on progress against the recommendations of the Departmental Review through collaboration with DWP and HMT</li> <li>■ Achieve our 1% efficiency saving against our Financial Services Levy</li> </ul>
<p><b>Consumer protection</b></p>	<p><b>Work with partners to protect consumers from financial scams, mis-selling and crime</b></p> <ul style="list-style-type: none"> <li>■ Establish a Victim Support Workstream, that brings partners together to share and identify opportunities for providing victim support</li> </ul>

# Our budget for 2022-23

## Our budget for 2022/23 is £175.2m including £19.5m for the Pensions Dashboard Programme

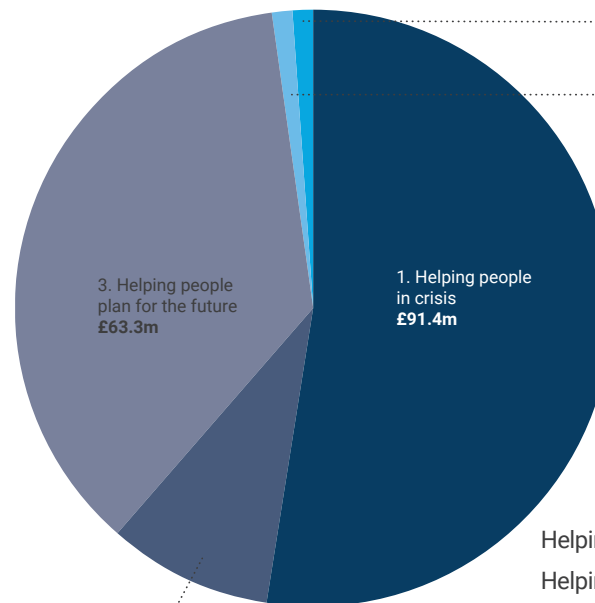
We are funded by levy payers and through the DWP. The Pensions General Levy on pension schemes is collected by The Pensions Regulator. The Financial Services Levy is collected by the FCA and split into three elements: money guidance, debt advice and pensions guidance (for pensions freedoms guidance). The majority of our costs are directly attributable to particular levies, for example our frontline services such as the pensions guidance helpline, or debt advice or money guidance. Other costs, primarily for the enabling functions which support our delivery, are allocated between the two levies.

2022/23 Allocation split by Levy (£175.2m)



Debt Advice	53%
Pension Freedoms	27%
Money Guidance	12%
Pension Guidance	8%

2022/23 Allocation split by strategic priority (£175.2m)



Helping people in crisis	52%
Helping people manage their money	9%
Helping people plan for the future	36%
Working with partners to deliver the national goals	1%
Building strong foundations	1%

The FSL levy of £159.4m funds the Debt Advice, Money Guidance and Pension Freedoms areas. There is a 1% efficiency to be delivered against the FSL levy in 2022/23. The GPL levy of £15.8m funds Pension Guidance.

Note: Numbers/percentages may not tally due to rounding

## How to get involved

If we are going to build back better from COVID-19 – and ensure that everyone in the UK really makes the most of their money and pensions – there needs to be a co-ordinated, long-term focus on improving financial wellbeing.

If you want to learn more about MaPS and our Strategy, or want to know how you can work with us:

- visit [maps.org.uk](https://maps.org.uk);
- contact [contact@maps.org.uk](mailto:contact@maps.org.uk); or
- join the conversation at [#UKFinancialWellbeing](https://twitter.com/UKFinancialWellbeing).

If you, or someone you know, need help or support with their money or pensions:

- get guidance from [moneyhelper.org.uk](https://moneyhelper.org.uk);
- access debt advice through our locator tool [moneyhelper.org.uk/en/money-troubles/dealing-with-debt/debt-advice-locator](https://moneyhelper.org.uk/en/money-troubles/dealing-with-debt/debt-advice-locator); or
- call us directly on 0800 138 7777 (or 0800 138 0555 for Welsh).