

Service Personnel
& Veterans Agency
An Executive Agency of the Ministry of Defence



Corporate Plan 2008/2013

Supporting Services Through Life

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Chief Executive's Foreword



I am delighted to present the Service Personnel and Veterans Agency (SPVA) Corporate Plan for 2008 – 2013, which sets out the key priorities for the next 5 years and reinforces our commitment to provide the best possible pay, pension and personnel services to our serving and veterans' communities.

We have just completed an incredibly busy, but generally very successful year bringing together the Armed Forces Personnel Administration and Veterans Agencies to form the SPVA. The aim of the merger is to build upon the best of both organisations and to provide a more integrated and efficient service to serving personnel, veterans and their dependants. The transformation that we have already achieved over the past year is considerable in terms of combining resources and expertise and driving out benefits through the rationalisation of business systems. This process will continue throughout the coming year and beyond in order to deepen the integration of the merged Agency and fully realise the vision of a high quality through life service delivery of pay, pensions and other essential services from a single organisation. This remains the focus of all of the Agency's Key Targets.

The past year has also seen the formal completion of the Joint Personnel and Administration (JPA) implementation project, a hugely ambitious programme to transform the delivery of military personnel administration. JPA is one of the

largest and most important change programmes ever undertaken by the Ministry of Defence (MoD) and marks a major achievement for the Agency in that it was completed within the approved time scales, on budget and to specification. JPA will be key to providing harmonised, modern personnel services for the Armed Forces in the 21st Century. To this end, it is vital that in the years ahead we continue to work in association with the Service Community to develop the joint culture of JPA and also to optimise the technical systems and processes that support it.

Needless to say the path over the past year in terms of both merger and JPA has on occasions been less than totally smooth and it is to the credit of the people that work within the Agency that a firm focus has been maintained on trying to achieve the Key Targets which are the foundation of SPVA's business. This has at times proved challenging, particularly in terms of achieving consistent pay accuracy, with a new and developing system, meeting Armed Forces Compensation Scheme (AFCS) clearance targets with the ongoing intensity of military operations and responding as quickly as we would like to written complaints. The complexity associated with the constantly evolving JPA system has also meant that we have not fully realised the ambitious efficiency targets set at the beginning of the year. However, we are committed to overcoming all of these shortfalls and improving the service that we provide and I am confident that given what we have learned over the past year we are in a good position to meet all our new Key Targets in the coming year.

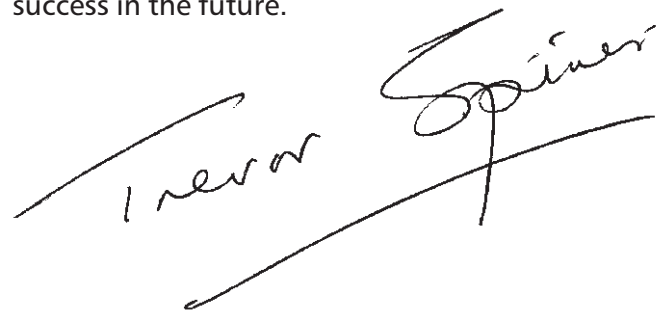
One of SPVA's major achievements over the past year has been earning Charter Mark status. This is the Government's national standard for customer excellence and is a tool which will assist the Agency in focusing on and improving customer service in the future. With this in mind, I intend that in the coming year particular focus will be placed on the wider aspects of the quality of service and that the Key Targets that measure individual and corporate customer satisfaction and responsiveness to enquiries and complaints will continue set against challenging predetermined targets. I am also committed to maintaining the ambitious Key Targets that already exist for the timeliness and accuracy of services, this being the core aspect of the Agency's business. Over and above this, the drive towards financial and qualitative benefits from JPA and merger will be energetically pursued with a Key Target to deliver real JPA financial efficiencies and another to deliver the long term benefits of merger, including a fully integrated pension service. All of the Agency's other outputs, although not specifically referred to in Key Targets are referred to in the body of the Corporate Plan and will continue to be regularly managed through the Agency's Performance Management tool, the Balanced Scorecard (BSC).

Other major considerations in 2008/09 will include the work in preparation for the re-competition of the commercial agreements with EDS and Xafinity Paymaster to provide pay and pension services from 2009. This will present further opportunities to undertake a fundamental review of not only the services the Agency will provide in the future, but also the way in which they will be delivered.

I could not finish without acknowledging the work of the Agency's staff who continue to go about their work with commitment and professionalism, notwithstanding the climate of change and uncertainty that has prevailed over recent times. This has been particularly prevalent at our Innsworth site which was at the centre of the Agency's plans for rationalisation. A recent Ministerial decision has now confirmed however that SPVA will continue to operate from this site for the foreseeable future. This has placed certainty over the Innsworth MoD posts and ensured that the vital roles that the Joint Casualty and Compassionate Centre and MoD Medal Office perform will not be placed at risk.

Although 2008 promises to be another challenging year I am confident that we have the right people, structure and processes in place to face the challenges that lie ahead and create the high quality of service our customers deserve.

Finally, in what is almost certainly my last foreword for an SPVA Corporate Plan, may I take the opportunity to say what an enormous privilege it has been to serve as Chief Executive of SPVA, especially during a period of such enormous change. I wish the Agency every success in the future.

A handwritten signature in black ink, reading "Trevor Spires". The signature is written in a cursive style with a long horizontal line underneath the name.

RAdm Trevor Spires
Chief Executive

Agency Direction

Strategic Intent

Dynamic delivery of high quality, comprehensive and responsive through-life services to the serving and veterans' communities

This supports the vision of the Agency Owner DCDS(Pers):

To identify and take forward the actions required to deliver and sustain better the people component of operational capability.

And contributes to operational capability and the overarching Defence mission:

'A Force for Good in the World'

Mission

The SPVA Mission is:

To deliver reliable, trusted and efficient personnel services to the serving and veterans communities.

The prime focus of SPVA as the Service personnel and veterans service delivery organisation is to provide effective personnel services to the serving and veterans' communities. In delivering its outputs, the Agency will continue to support the MoD's drive to harmonise, modernise and simplify personnel processes.

Following the merger in April 2007 of the former Armed Forces Personnel Administration Agency (AFPAA) and the Veterans Agency (VA), there is still considerable work to do to derive the benefits of the merger, in better integrating the organisation, harmonising its culture, its business processes, supporting infrastructure and IS applications, understanding and responding to its many and diverse customers. The Agency has challenging Ministerial Key Targets and strategic objectives linked to the successful achievement of the Agency's mission.

The following four principles underpin what the Agency must do to achieve its mission:

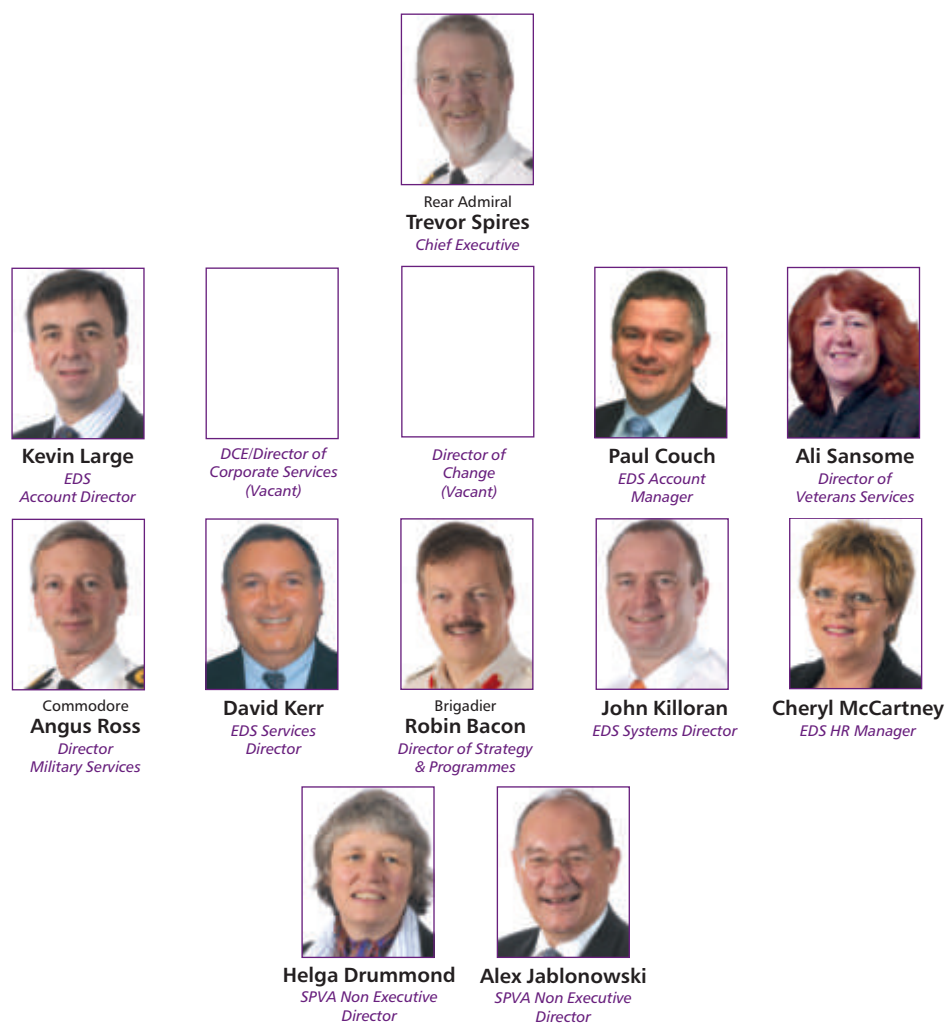
- **Customer Focus** - understanding and responding to their needs.
- **Efficiency** - cohesion, coherence and optimal use of resources.
- **Business Excellence** - continually seeking improvement.
- **Employer of choice** - well trained, valued and fully engaged staff.

In order to achieve our mission, an understanding of the political and cultural environment in which we operate is also necessary.

Agency Structure

SPVA Agency Management Group (AMG)

The AMG is responsible for the strategic and day to day management of the Agency, its performance, risks and partnering relationships.



Agency Executive Board (AEB)

The AEB is responsible for the strategic direction and governance of the MoD components of the Agency and complements the role of the AMG.

The membership consists of the Chief Executive and MoD Directors, plus the Deputy Director of Finance and Governance and a Non Executive Director (NED).

Corporate Strategy

SPVA will achieve its strategic intent through objectives aligned with the principles essential to the delivery of the SPVA mission. The Agency will seek to deliver qualitative improvements in the delivery of its services, enabling improved value for money and improved customer satisfaction.

Customer Focus

For the first time, our customer base is supported by a single organisation for the entire duration of their relationship with the MoD and our intention will be to maximise the benefits that this opportunity offers.

The work of the Agency over the coming years will be particularly characterised by the requirement to modernise and further improve efficiency and effectiveness, whilst ensuring that improvements to the quality of services currently provided are not compromised. This will be achieved in part by an ongoing programme of changes which will rollout further refinements to the JPA system to gradually optimise its performance and increase its scope. In addition, a benchmarking project will share best practice with other organisations and focus on specific customer delivery areas within the Agency to establish how services can be delivered more efficiently.

For the veterans we will continue to concentrate on achieving a fully integrated, error free pension system, now achievable with all pension delivery under single management. For serving personnel, the emphasis will be very much on increasing user confidence and familiarity with

JPA whilst striving to drive out the significant business process improvement that this new approach to personnel administration makes possible. This all supports our long term ambition to make SPVA an efficient, user friendly, one stop shop for through-life services. Recent attainment of Charter Mark status, the Government's national standard for customer excellence is a good indication that we are moving in the right direction and this mechanism will continue to be used as a tool to assist the Agency to focus on and improve customer service in the future.

Customer satisfaction will be monitored and measured through a combination of consultation forums and surveys of the various customer groups. Measurement and feedback from consultation and surveys will be regularly reviewed by the Owner's Advisory Board and the Customer Advisory Group. This ensures that all our customers have a voice and are able to influence how the Agency develops.

Business Excellence

Working towards maximising the benefits of merger, SPVA will retain separate customer contact points for veterans and serving personnel but these will be underpinned by an increasingly unified team of specialist staff and a single corporate services team. This will facilitate the development of integrated processes, support and Information Technology (IT) infrastructure, leading to further improvements in services.

Efficiency

As downward pressure on the Defence budget continues, it is necessary for the Agency to drive out value for money at all levels to optimise the delivery of services to our customers. The Agency will achieve efficiencies through meeting the JPA savings targets in the coming years and from delivering merger rationalisation savings from 2008/09 onwards. In addition, SPVA will be responsive to any strategic initiatives borne from the ongoing MoD Head Office Streamlining study to examine the scope of converging the delivery of shared services and the optimum structure to deliver those services.

Employer of Choice

SPVA's success depends upon the quality and commitment of its staff. The reinforcement of appropriate values and the promotion of positive and effective behaviours, to be demonstrated at all times by all SPVA staff (both MoD and EDS), will be key to improving business performance. This will be achieved by building on the high standards of people management already formally recognised through corporate accreditation in 'Investors in People' and ensuring that our staff are well trained, valued and fully engaged. Staff feedback and a comprehensive programme of work on values and behaviours will also contribute towards the Agency's drive to be recognised as an employer of choice.

Key Objectives

The SPVA key objectives are built around the main elements of the corporate strategy. The most important outputs are the subject of Ministerial Key Targets.

- Efficient, accurate delivery of core services; pay, pensions and compensation (Key Targets 1, 2, and 3).
- To provide timely responses to customer enquiries and complaints and to deliver approved targets for customer satisfaction (Key Targets 4 and 5).
- To deliver JPA efficiency improvements (Key Target 6).
- To deliver the benefits of merger through the sharing of established good practices and the rationalisation of business processes (Key Target 7).
- Whilst not yet reflected in a Key Target, the work in preparation for the commercial service delivery outsourcing competition in 2008/2009 will undoubtedly identify opportunities in support of the Agency's drive for further efficiency and improvement in services.

Customers

The table below shows the SPVA core customer base¹ of approximately 820,000 individuals consisting of serving, ex-serving personnel and their dependants. As a result of supporting this large customer base the Agency administers £12.37bn of public funds.

Type of Payment	
Regulars & Reserves Pay	251,500
Pensions	365,000
War Pensions	203,000

Over and above the core customer base, the Agency's customers also include MoD planning and finance staffs, Service personnel and veterans policy makers, Services' personnel management authorities, and a variety of other Government departments such as HM Revenue and Customs, the Department of Work and Pensions and the Department of Health. The full veterans' community (estimated at up to five million in total) are also potential customers with varied support requirements that SPVA fulfil. The Agency additionally plays a key role in assisting the Government wide veterans' programme.

The SPVA aims to get things right first time, every time and to provide the very best service. However, if our customers are not satisfied with the way their pay, claim or pension has been dealt with they are able to contact the enquiry centre or veterans' helpline, as appropriate, where a customer service manager will arrange a full review of the case. Enquiries or complaints which are not resolved by this procedure will ultimately be escalated to the Chief Executive or the relevant independent complaints panel.

Relationship Management

The Agency works in a partnering relationship with EDS to provide value for money delivery of pay, pensions and other essential services to military personnel and veterans. MoD and EDS senior management underpin this relationship by commitment to a set of partnering principles which sustain a culture of collaborative working, where everyone in the Agency considers first and foremost the needs of SPVA's customers. The Agency also has commercial relationships with Xafinity Paymaster, to deliver pension payments, Atos Health Care, for medical support to pension awards and the Department of Work and Pensions for support to the War Pension's administrative system. All of these relationships are essential to the delivery of the whole pensions' package.

Both the Xafinity Paymaster and EDS contracts are due to expire in 2009 and the competitive process to find service providers under a phased acquisition approach is well underway. SPVA expects to follow the strong relationship lead that has already been realised with our current partners and also to look for further ways to strengthen partnering relationships with both commercial and public sector organisations.

¹ Customers currently in receipt of SPVA core services ie. pay, pensions and war pensions.

Key Targets(KTs)

The following are the Key Targets for 2008-09.

	2008-09	2009-10	2010-11
Key Target 1 - To deliver Service Pay (Timeliness and Accuracy)			
To make 99.9% of all payments by due date. 98% of all Service pay to be 100% accurate (excluding errors caused by inaccurate external inputs).	99.9% 98%	99.9% 98.3%	99.9% 98.5%
Key Target 2 - To meet all three sub-targets for Pensions and Compensation timeliness			
Armed Forces Pension Scheme - to make 99.3% of all Service pension payments (including new awards) by the due date ² .	Target - 99.3%		
Armed Forces Compensation Scheme - 98% of all decisions (and resultant payments) within 40 working days of receipt of medical reports, policy and legal advice, except for high priority ³ cases where 95% will be cleared within 20 days of receipt of required medical reports, policy and legal advice.	98% all decisions within 40 WDs 95% of all high priority decisions ⁴ - within 20 WDs		
War Pension Scheme – to clear claims for War Pensions within 50 working days average clearance time (including 19 days average clearance time for Widows pensions).	War Pensions 50 WDs from receipt War Widows 19 WDs from receipt		
Key Target 3 - To meet all three sub-targets for Pensions and Compensation accuracy			
To deliver 99.9% of all Service pensions accurately.	99.9%		
To deliver 99.5% of Compensation Claims accuracy.	99.5%		
To deliver 99.5% of War Pensions accurately.	99.5%		
Key Target 4 - To meet all three sub-targets in relation to the provision of timely and quality responses to customer enquires and complaints			
80% of in-Service helpline (non-IT) queries cleared on first call.	80%		
95% of calls to be answered within 90 seconds and 50% within 20 seconds.	95% within 90 secs 50% within 20 secs		
60% of complaints closed within 10 working days, 95% within 20 working days and 100% within 90 working days.	60% closed within 10 WDs 95% closed within 20 WDs 100% closed within 90 WDs		
Key Target 5 - To meet approved targets for customer satisfaction.			
To achieve an overall customer satisfaction of 75% satisfied or very satisfied ⁵ .	75%	76%	78%
Key Target 6 - To deliver the benefits of JPA			
To deliver JPA efficiencies in line with the benefits identified in the approved business case for JPA.	JPA Target Cost	JPA Target Cost	TBD
Key Target 7 - To deliver the long term benefits of merger between the Armed Forces Personnel Administration Agency and the Veterans Agency			
By Mar 2009: Achievement of £2.5M savings in real terms over 2006/7 cost. Implementation of structure and processes for integrated pension organisation Implementation of initial recommendations of the IS/IT Study	£2.5M savings 100% milestones achieved 100% milestones achieved		

² Due date is within 5 working days of receipt of all documentation or discharge date, whichever is the latter.

³ High priority cases are Death in Service and cases likely to result in Tariff 1-8 awards.

⁴ See Note 3.

⁵ The Target is an amalgamation of customer survey results of four key groups: 1. Key Partners (MoD and Veterans). 2. Professional users (Service Personnel Centres and Unit HR staffs). 3. Individual Service Personnel. 4. Veterans (including War Pensioners, War Widows/Widowers). The Key Target will be weighted 20% (Key Partners), 50% (Professional users and Individual Service Personnel), and 30% (Veterans, War Pensioners, War Widows/Widowers). The 2008/09 target to achieve an overall customer satisfaction rating of 75% satisfied or very satisfied will act as an interim target until April 2009 when there will be separate targets for each of the customer groups.

Military Services

The timely and accurate delivery of Service pay has a direct and significant impact on the morale of Service personnel, their dependants and their units. This is particularly true at the current time with the huge demands that are being placed on the Armed Forces and makes it particularly important that individuals receive timely, accurate and integrated delivery of pay services. The quality of this service will be confirmed by the Agency's performance against Key Target 1.

There is little doubt that JPA will be key to providing harmonised, modern pay and personnel services for the Armed Forces in the 21st Century. Following implementation of phase one of the system across all 3 Services, individual servicemen and women now have greater opportunity to receive much of their administrative support directly via self-service computer terminals. This is supported by an SPVA Enquiry Service and Joint Personnel Administration Centre (JPAC) specialist teams. Further support is provided by the Service Request Management Group that takes ownership of queries, which cannot be resolved by the Enquiry Centre. This supports the Agency's overriding strategic requirement to meet customer needs and deliver customer satisfaction. This work is underpinned by Key Targets 4 and 5 which take a robust approach to measuring customer satisfaction and responses to customer enquires and complaints.

We will continue to work in association with the Service Community to develop the joint culture of JPA and also to optimise the technical systems and processes that support it. This will be achieved by further rollouts of technological refinements/upgrades and collaboration with customers to ensure that individual users understand how to get what they need from the system. There will also be a comprehensive review of end to end JPA delivery processes to ensure that they are as efficient as possible with all participants understanding the role they play.

The vast majority of the work in support of pay, allowances and personnel administration is rules based and outputs in these areas are delivered exclusively by EDS staffs. MoD staffs within SPVA both monitor the quality of EDS service delivery and provide links through to SPVA's customers, at policy, management and individual levels, through their roles on the customer relations and customer services teams. Areas where judgements have to be made that will affect the entitlements of members of the Armed Forces or where the work is potentially sensitive are staffed by MoD personnel, both military and civilian. These include the Pay and Allowances Casework Cell, the Joint Casualty and Compassionate Centre and the majority of the MoD Medal Office.

The recent announcement that SPVA are to remain at the Innsworth site for the foreseeable future will ensure that the service provided by the Joint Casualty and Compassionate Centre and the MoD Medal Office will not be placed at risk.

Veterans Services

Veterans' Services deliver a wide range of outputs predominantly, but not exclusively, to the ex-service community and their dependants. This includes the assessment, award and maintenance of occupational pensions (the Armed Forces Pension Schemes (AFPS)), war widows pensions, war disablement pensions, related allowances and other payments to veterans (under the War Pension Scheme (WPS)). In addition, Veterans' Services also administer the ex-gratia payments scheme to former prisoners of the Japanese in World War 2. Now that all pension delivery is under single management, coherence can be better achieved and a pension integration project is underway to identify areas that would benefit from closer working across the various pension schemes. Ultimately this will mean that we can provide a more efficient service to our customers.

Another key output of the Veterans' Services area is the assessment, award and maintenance of claims under the Armed Forces Compensation Scheme (AFCS) for both current and former Service personnel. Further support in the presentation of appeals to independent Pensions Appeal Tribunals (PAT) is also provided covering pensions and compensation. Recent increases in volumes of AFCS cases, coupled with the newness of the scheme have presented significant challenges to our efforts to meet the stated targets. Success in this sensitive area of pension and compensation relies heavily on the provision of timely supporting medical, policy and legal information and will be determined by the Agency's performance against Key Targets 2 and 3.

In order to ensure that veterans receive full and unified welfare support, the Veterans' Welfare Service (VWS) (formerly known as the War Pensioners' Welfare Service) gives advice, information and practical assistance to pensioners, AFCS beneficiaries, other veterans and their dependants. The VWS works in close partnership with in-service welfare organisations, ex-Service charities, local community service providers and the War Pension Committees in delivering welfare support and we will continue to develop these. To achieve better support in periods of acute need, we have recently implemented processes to identify and proactively manage sensitive cases allocating a coordinating case worker and introduced a vulnerable Service leaver protocol to provide particular support for the 2 years following end of service and longer if required.

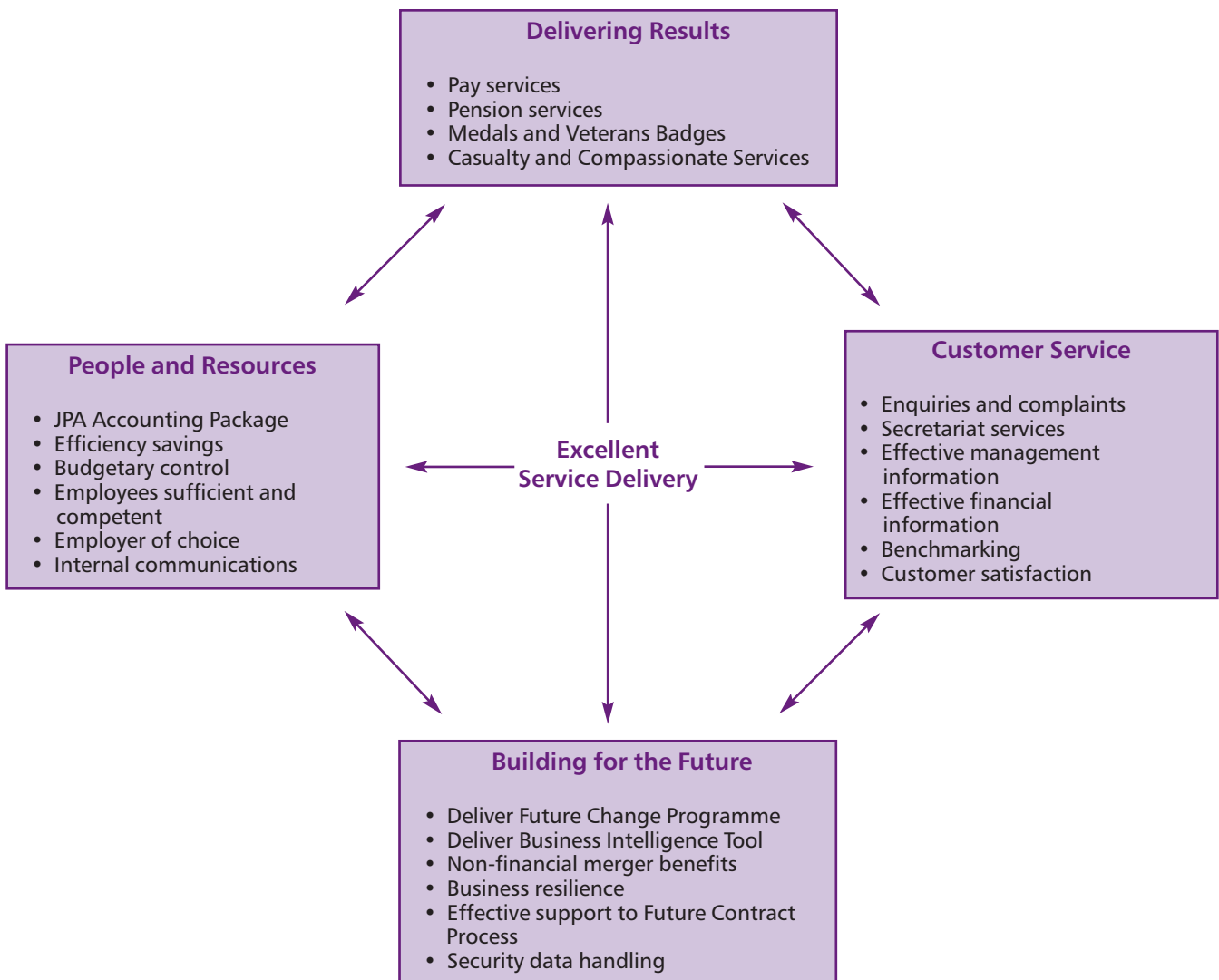
SPVA also manages and administers Ilford Park Polish Home (IPPH) to provide high quality residential and nursing care for those who qualify under the 1947 Polish Resettlement Act. In addition we continue to provide a veterans' helpline for all ex-Service personnel and an advice team which handles enquiries and complaints, which are measured under Key Target 4. As with Military Services, a priority for the Agency will be to meet the needs of customers and the development of a robust approach to measuring customer satisfaction will be measured against Key Target 5.

Corporate Services

Performance Management

The AMG uses a monthly BSC to manage outputs and resources to meet its targets. Performance is also reported quarterly to the Agency Owner DCDS (Pers). Additionally, the Agency has developed a comprehensive risk management structure that includes a monthly review of the main risks to the business by the AMG, alongside the BSC. Risk management is further supported by the Agency's Audit Committee under the chairmanship of one of its NEDs.

SPVA Balanced Scorecard



The diagram above illustrates the main themes that feature in the BSC

Corporate Governance and Risk Management

The Agency's Corporate Governance is founded upon two essential elements: an Audit Committee that, supported by an internal Assurance Team, provides independent advice to the Chief Executive, the AMG and the AEB, and a robust risk management process that is embedded throughout the Agency's management structure.

Audit Committee membership consists of the Director of Corporate Services and the Agency's two NEDs with the National Audit Office and Defence Internal Audit also invited to observe. The Committee meets at least four times a year and looks critically at all areas of the Agency's business to ensure adequate controls have been identified to manage and mitigate risks to the

business outputs. The Committee also directs the forward audit programme of the internal Assurance Team. Both NEDs are part of the AMG; one also serves on the AEB and the other on the Agency Owner's Advisory Board.

Risk management is embedded throughout the Agency. The highest level risks, with the potential to impact across the Agency, are reviewed monthly by the AMG who consider probability and the impact on time, cost and performance against the Agency's objectives and key targets. Particular attention is also paid to the controls that are put in place to mitigate risks to ensure that their influence is beneficial and that they remain effective under changing conditions. The risk management process and strategy is also reviewed regularly by the AMG. The principal corporate risks and mitigation activities are set out below.

SPVA Primary Risks and Mitigating Actions as at 1 April 2008

Risk	Mitigation Activities include:
<p>Customer Care and Expectations. There is a risk that service failures, real or perceived, result in high profile complaints that damage Agency reputation and divert resources from key outputs.</p>	<ul style="list-style-type: none"> • All encompassing promotional plan to improve customer perception of JPA. Monthly updates on progress provided to DCDS(Pers) and CE. • Development of customer satisfaction targets for ex-Service personnel and dependants.
<p>Loss of Personal Data. There is a risk that, with the use and movement of personal data being at the core of SPVA business, that such data, especially when sent or stored electronically on removable media or laptop hard-drive, could be lost in transit, misplaced or intercepted, leading to compromise.</p>	<ul style="list-style-type: none"> • Full disk encryption on all laptops. • Full review of business processes. • Completion of a Data Output analysis project resulting in the implementation of an Information Management Plan.
<p>Failure to deliver benefits of AFPAA/VA merger. There is a risk that SPVA will fail to deliver the improvements in customer service and processes that the merger was intended to deliver and that the required efficiency savings will be achieved only at the expense of outputs and/or quality of service.</p>	<ul style="list-style-type: none"> • Corporate Services integration plans agreed and being incrementally implemented. • Governance arrangements for Business Integration Programme (including Trade Union engagement) agreed. • Strategy for common IT and telephony under development. • Future welfare service strategy under development.

People and Culture

The SPVA consists of MoD and EDS staff currently operating from 4 SPVA sites. The table below shows the approximate number of MoD and EDS staff working to support the Agency's outputs as at 1 April 08:

SPVA Manpower Strength as at 1 April 08

MoD	1003
(Civilian)	(940)
(Military)	(63)
EDS	1055
Total	2058

This coming year will see the SPVA further build upon the excellent work that has already taken place in developing the cultural transition towards one merged Agency. This has already to a large extent been assisted by the former AFPAA and VA's well established cultural values and ethos. However the delivery of an invigorated culture programme through a series of workshops and wide reaching communications programme should ensure people in the SPVA are helped and encouraged to manage this ongoing period of change, integration and development of the Agency. It should also support in the re-establishment of morale at our Innsworth site following the period of uncertainty, recently resolved with the confirmation that it will continue as an SPVA site for the foreseeable future.



Operating Costs

The Agency's operating costs including the delivery of JPA are estimated as follows:

	2008/09	2009/10	2010/11	2011/12
SPVA	£123.8m	£119.5m	£114.4m	£114.3m

These costs include significant reductions against earlier years (on a like for like basis) reflecting the benefits of JPA implementation. The figures also reflect the financial efficiencies arising from the AFPAA/VA merger.

In addition to our own operating costs, we also manage the significant proportion of the Defence Budget that is spent on Service Pay, as well as wider Government spending on Armed Forces and War Pensions, plus the AFCS. During 2007/08, SPVA managed £8.15bn of expenditure on Service Pay, £4.22bn on Armed Forces Pensions and £1.02bn on the War Pensions Scheme. Similar sums will be managed by SPVA in 2008/09.

Glossary of Terms

AEB	Agency Executive Board
AFCS	Armed Forces Compensation Scheme
AFPAA	Armed Forces Personnel Administration Agency
AMG	Agency Management Group
BSC	Balanced Scorecard
DCDS(Pers)	Deputy Chief of Defence Staff (Personnel)
EDS	Electronic Data Systems (Defence) Limited
IPPH	Ilford Park Polish Home
IT	Information Technology
JPA	Joint Personnel Administration
JPAC	Joint Personnel Administration Centre
KTs	Key Targets
MoD	Ministry of Defence
NED	Non Executive Director
PAT	Pensions Appeal Tribunals
SPVA	Service Personnel and Veterans Agency
VA	Veterans Agency
VWS	Veterans Welfare Service
WDs	Working Days
WPS	War Pension Scheme

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