



# **National Savings and Investments**

## **Departmental Report 2005**

Presented to Parliament by the Economic Secretary to the Treasury and the  
Chief Secretary to the Treasury By Command of Her Majesty

June 2005

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National Savings and Investments produces an Annual Report & Accounts which provides a fuller description of the activities undertaken by the business over the preceding year. As such, the National Savings and Investments Departmental Report is positioned as the main vehicle to explain to Parliament and the public the key accountabilities, expenditure and performance against our Service Delivery Agreement / Service Delivery Measures.



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## Who we are and what we do

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National Savings and Investments is a Government Department and became an Executive Agency of the Chancellor of the Exchequer in 1996.

As an integral part of the Government's debt management arrangements, National Savings and Investments is responsible for providing cost effective financing by issuing and selling savings and investment products to the public.

National Savings and Investments is one of the largest savings organisations in the UK, with at end-December 2004 £67.8 billion of investors' money (representing 17% of the National Debt and 7.7% of the cash based deposit market) and annual cash flows in excess of £20bn.

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### Our Mission

We help reduce the cost to the taxpayer of government borrowing now and in the future. To achieve this, our single strategic objective is to provide retail funds for Government that are cost effective in relation to funds raised on the wholesale market.

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### Our Vision

To be recognised as the UK's leading and most trusted savings and investments organisation.

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### Our brand values

Our brand values are security, straightforwardness and integrity – delivered with a human touch. For our customers this means:

- Security: our backing by HM Treasury is fundamental to our business and is unique in retail financial services
- Straightforwardness: describing our products and services in easy to understand language
- Integrity: earning the respect and trust of our customers
- Delivered with a human touch: remembering that customers are individuals and should be treated as such. This is our most challenging and aspirational value, and is the most important one in terms of meeting customer expectations

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## How we are organised

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National Savings and Investments is an Executive Agency of the Chancellor of the Exchequer.

The Chancellor of the Exchequer is responsible for:

- determining the policy and financial framework within which National Savings and Investments operates
- approving interest rates and the terms and conditions of National Savings and Investment products
- appointing the Chief Executive and Non-Executive Directors to the National Savings and Investments Board
- setting and monitoring key performance targets for National Savings and Investments.

The Chancellor delegated these responsibilities to the Financial Secretary to the Treasury (FST). Since the general election in 2005, National Savings and Investments now report to the Economic Secretary to the Treasury (EST). The position of the EST is held by Ivan Lewis MP.

The Chancellor delegates management of National Savings and Investments to the Chief Executive. The Chief Executive is appointed by HM Treasury as Accounting Officer for National Savings and Investments. As such he is accountable for:

- the National Savings and Investments resource and product accounts
- the proper, effective and efficient use of public funds
- ensuring that the requirements of government accounting are met and that National Savings and Investments observes any general guidance issued by central departments.

Assisting the Chief Executive, Alan Cook, in setting corporate policy, ensuring good governance and monitoring performance is the National Savings and Investments Board. This board comprises the Chief Executive, Executive Directors and four Non-Executive Directors, one of whom chairs the board; plus two HM Treasury officials representing the Chancellor of the Exchequer's interest. Full board meetings are held every two months. In addition board workshops are held to discuss specific issues, such as strategy and planning. There are also a separate Audit Committee and an Appointments and Remuneration Committee.

### Regulation

National Savings and Investments strives to meet both regulatory and best practice standards within the financial services industry.

We are subscribers to the Banking Code which provides greater transparency and improved communications between National Savings and Investments and its customers. This year, the Banking Code Compliance Board conducted a review of our processes and gave National Savings and Investments a "green" status. The next banking code review will be in 2007, although we conduct continuous self-assessment to ensure compliance.

The focus for the next 12 months will be on achieving closer adherence to the relevant standards set out in the Financial Services Authority (FSA) Handbook. This will be achieved by identifying the processes for further review, and monitoring the effective delivery of the compliance regime.

As well as the regulation that applies to the rest of the industry, National Savings and Investments is governed by specific Acts of Parliament that regulate the way in which we manage our products, specifically under the National Savings Bank Act 1971 and the National

Debt Act 1972. The products that are affected by each of these acts is captured in the following table.

#### **Products governed by the National Savings Bank Act 1971**

Easy Access Savings Account	National Savings Bank Regulations 1972
Individual Savings Account	National Savings Bank Regulations 1972
Investment Account	National Savings Bank Regulations 1972
Ordinary Account	National Savings Bank Regulations 1972
Treasurers' Account	National Savings Bank Regulations 1972

#### **Products governed by the National Debt Act 1972**

British Savings Bonds	National Savings Stock Register Regulations 1976
Capital Bonds	National Savings Stock Register Regulations 1976
Children's Bonus Bonds	Savings Certificates (Children's Bonus Bonds) Regulations 1991
Deposit Bonds	National Savings Stock Register Regulations 1976
First Option Bonds	National Savings Stock Register Regulations 1976
Fixed Rate Savings Bonds	National Savings Stock Register Regulations 1976
Guaranteed Equity Bonds	National Savings Stock Register Regulations 1976
Income Bonds	National Savings Stock Register Regulations 1976
Pensioners' Guaranteed Income Bonds	National Savings Stock Register Regulations 1976
Premium Bonds	Premium Savings Bonds Regulations 1972
Save As You Earn	Savings Contracts Regulations 1969
Savings Certificates	Savings Certificates Regulations 1991
Savings Stamps	National Savings Stamps Regulations 1969
Yearly Plan	Savings Certificates (Yearly Plan) Regulations 1984

British Savings Bonds, Deposit Bonds, First Option Bonds, Gift Tokens, Save As You Earn, Savings Stamps and Yearly Plan were not on sale during the year but some customer funds are still invested within them. The Ordinary Account closed to new account openings when the Easy Access Savings Account went on sale on 29 January 2004.

#### **Partnerships**

National Savings and Investments employs an innovative business model built around partnerships, while retaining overall responsibility for the strategy and business direction. This enables National Savings and Investments to concentrate on its core capabilities and maximise the use of those of its partners to continue the modernisation and development of the business, for the benefit of customers, the taxpayer, HM Treasury, suppliers and staff.

The back office operations of National Savings and Investments were outsourced to Siemens Business Services in April 1999, under a Public Private Partnership (PPP), following a competitive tendering exercise. The partnership is delivering an efficient and effective operational infrastructure through modernisation and significant system improvements. As a result on the 30<sup>th</sup> September 2004 National Savings and Investments and Siemens Business Services chose to exercise the option to extend the partnership contract to run until 2014.

Siemens Business Services, are responsible for collecting and repaying money invested by customers, maintaining customer records and dealing with correspondence and enquiries, ensuring that we deliver levels of customer service that meet standards of best practice in the retail financial sector.

Our relationship with Post Office Limited extends back to the origins of National Savings and Investments, when National Savings was part of The Post Office group. Post Office Limited remains our major distribution partner, with approximately 14,500 outlets providing a convenient face-to-face channel for our customers. Historically this partnership contract has been negotiated annually, but on the 14<sup>th</sup> October 2004 a contract was signed, effective from April 2004, that gives an ongoing annual contract with a two-year termination period.

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## What we are aiming to achieve

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As well as providing value to customers by offering competitive, totally secure savings and investments, National Savings and Investments also save taxpayers' money.

When Government spends more than it receives in income, it borrows money to finance the difference. It does this in two ways:

- by selling Gilts (marketable government bonds) and Treasury Bills - mostly to the wholesale market, such as pension fund managers or investment companies, through the UK Debt Management Office
- selling cash savings and investment products - to the retail market, i.e. personal savers and investors, through National Savings and Investments

Money borrowed by Government is called the national debt, and paying interest on this debt accounts for a sizeable part of the Government's annual expenditure. National Savings and Investments helps to keep this expense down by providing funds at a lower overall cost than financing the same amount through Gilts and Treasury Bills.

Value Added is the name given to the way National Savings and Investments measures how cost effective it is at raising finance for government. The total cost of raising funds, including our operating costs and tax foregone, is compared to how much it would cost the government to raise funds in the wholesale market.

However, in order to achieve the Value Added target National Savings and Investments must give customers a fair deal in a highly competitive market. Therefore National Savings and Investments offer products that suit customers' needs, backed by excellent customer service.

### **Direction 2007**

Direction 2007 is a five year strategic plan developed with involvement from senior managers across National Savings and Investments and Siemens Business Services, and has the support of the National Savings and Investments Board, HM Treasury, and Post Office Limited. It has been translated into a detailed plan for 2005-06, which will be outlined further in our future corporate reports.

Direction 2007 is delivering dynamic business growth and will continue to focus the business on the customer as the centre of value creation. Key tasks in achieving this will be:

- refreshing and enhancing the existing product portfolio, including new product initiatives where market opportunities exist
- in response to known customer preferences, developing an integrated multi-channel platform based upon direct channels (telephone, internet and post), Post Office Limited and a small number of new retail distribution partnerships
- enhancing customer data and knowledge and developing 'real' relationships through ongoing customer dialogue
- focusing on the most profitable customer segments

In addition, NS&I will also seek to:

- support Siemens Business Services delivery of an efficient and effective operations business
  - synchronise cost reduction in operations and business growth
  - drive mutual benefits with Siemens Business Services through the growth agenda
- retain Post Office Limited support during the deployment and enhancement of low cost direct channels and other distribution partners

Implementation of Direction 2007 is focused around six strategic themes which in turn are used within the corporate balanced scorecard to monitor progress against deployment of the plan. The strategic themes that supported the 2004-05 business objectives were;

- Customer Value
  - segmentation, customer experience, retention and development
- Product Portfolio
  - new products, product enhancements, product closures
- Sales Capability
  - direct channels, sales partners, alignment of drivers
- Operational Delivery
  - Customer service, timely and accurate common processes
- Partnership Agenda
  - alignment with Siemens Business Services
- Leadership and People
  - shared purpose, core values, harnessing people and skills

With the signing of the new contract with Siemens Business Services and the improvements made to partnership working, it is no longer felt that a separate theme is required for 'Partnership Agenda'. However, there are some measures from the theme that remain valid and these will be captured elsewhere in the balanced scorecard to monitor ongoing performance. For 2005-06 National Savings and Investments will put a focus on improving the way in which the business identifies and implements change programmes across the whole business. It has therefore introduced a new 'Change Management' theme to ensure this focus within the monitoring systems for next year and this will replace the 'Partnership Agenda' theme;

- Change Management
  - Major change initiatives, capability to deliver, increased pace of change

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## What we spend our money on

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Full details of National Savings and Investments' recent and forecast expenditure are set out in the annex of this report. In summary, spending from 2002-05 was as follows:

	2005-06 (estimate) £ '000	2004-05 (Provisional) £ '000	2003-04 (outturn) £'000	2002-03 (outturn) £'000
Gross administration costs	175,144	174,630	176,668	163,571
Operating income	(4,850)	(4,676)	(4,582)	(4,460)
Net Resource Outturn	170,294	169,954	172,086	159,111
Net Cash Requirements	167,673	162,560	167,399	155,500
- PPP contract costs	99,362	92,006	98,060	87,983
- Selling agents*	29,280	33,330	43,508	39,491

\* Selling Agents include Post Office Limited and Girobank, which are shown separately in the Annual Reports and Accounts

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All income and expenditure is derived from continuing operations.

The Public Private Partnership referred to above has changed how National Savings and Investments spend the budget provided by Parliament. Prior to the contract with Siemens Business Services, the majority of annual costs were internal with the balance coming from other suppliers. Internal costs are now minimal, with the Siemens Business Services contract accounting for the majority of expenditure and the remaining balance with other suppliers.

National Savings and Investments has contractually committed to making annual payments to Siemens Business Services. The payments for the services originally contracted reduce on a pre-agreed schedule over the life of the partnership as a result of the gains from the capital investment and operational efficiency brought about by the agreement. However, there are increases in variable payments to Siemens Business Services as volumes of transactions continue to increase, as well as to cover the provision of services to National Savings and Investments which were not part of the original contract.

The modernisation in the operational systems and processes by Siemens Business Services has allowed National Savings and Investments to make great strides in improving the business offering to stakeholders and offer customers a faster service, longer opening hours, one stop enquiry services, new products and new channels through which to save and invest.

### Investment

National Savings and Investments has a small capital budget. Major capital expenditure is undertaken by Siemens Business Services. The major capital assets that are carried on the balance sheet are the three buildings at Blackpool, Durham and Glasgow, which are leased to Siemens Business Services from where they carry out the operational services functions.

## Senior Civil Service Staff

National Savings and Investments' senior civil service staff, split by salary band is summarised in the table below.

The information is as at 31 March 2005(provisional).

Salary band <sup>1</sup>	Number of staff at 31 March 2004	Number of staff at 31 March 2005 <sup>2</sup>
£65,000-£69,999	1	
£70,000-£74,999		2
£75,000-£79,999	3	3
£80,000-£84,999	1	1
£85,000-£89,999	1	
£90,000-£94,999	1	1
£95,000 - £99,999	1	1
£100,000-£104,999		
£105,000-£109,999		
£110,000-£114,999		
£115,000-£119,999	1	
£120,000-£124,999		1
£125,000-£129,999		
£130,000-£134,999		
£135,000-£139,999		
£140,000-£144,999		
£145,000-£149,999	1	
Over £150,000		1
Total	10	10

### Notes:

- <sup>1</sup> -salary band information relates to gross salary; overtime; rights to London weighting or London allowances, recruitment and retention allowances; private office allowance and any other allowances to the extent that it is subject to UK taxations. It does not include bonuses paid relating to performance which are potentially 20% of salary.
- <sup>2</sup> -salary information for 2005-06 has not yet been agreed with The Cabinet Office

## How we are doing

As part of the 2002 Spending Review (SR2002), National Savings and Investments established Service Delivery Agreement (SDA) performance measures relating to its overall objectives.

Targets are agreed for each of the performance measures with the Minister responsible as part of our annual corporate planning process. The requirement to set Service Delivery Agreements targets was abolished for the 2004 Spending Review. "Service Delivery Measures" (SDM) have been established as part of a new reporting mechanism between NS&I and HMT. These will be reported against in the Departmental report 2006.

The National Savings and Investments Executive Committee reviews business performance (including performance against these targets) monthly, as does the Board at each of its meetings. Performance against targets is audited by Deloitte & Touche, contracted as internal auditors, and is also published in the National Savings and Investments Annual Report and Accounts.

### SR2000 SDA Targets

Our performance against the targets for 2004-2005, up to end February 2004 was as follows:

SR2002 SDA Goals	SR2002 SDA Objectives	SR2002 SDA Performance measures	2004-05 Targets	Performance
<b>1. To achieve the financing remit and improve efficiency</b>	To create at least an agreed amount of Value Added	Absolute amount of (delagged) Value Added from National Savings and Investments products, excluding Index Linked Saving Certificate Extension Terms	At least £200m	<b>Met</b> <ul style="list-style-type: none"> <li>In line with the overall market trend towards secure cash-based deposits, we have seen increased activity, which has continued to benefit us</li> <li>At the end of 2004-05, the full year forecast for Value Added is £258 million</li> </ul>
	To raise an amount of net financing within an agreed range	Absolute amount of net financing from all National Savings and Investment products	£2.0 billion (+/- £1 billion)	<b>Met</b> <ul style="list-style-type: none"> <li>As above, market conditions have remained favourable with customers continuing the trend towards low risk investments. This has resulted in increased activity</li> <li>At the end of 2004-05 the full year forecast for Net Financing is £1.912 billion</li> </ul>
	To invest in capability and subsequently return the efficiency of administering total funds to the level achieved in 2003-04	Ratio of total National Savings and Investments administrative costs to average funds invested by customers	Less than 30 basis points	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>Our administrative costs have been below plan throughout the year, combined with an increased funds invested has resulted in our efficiency measure averaging 24 basis points</li> </ul>

SR2002 SDA Goals	SR2002 SDA Objectives	SR2002 SDA Performance measures	2004-05 Targets	Performance
2. To improve the effectiveness of fraud management	To minimise the proportion of fraud resulting in actual loss	Ratio of net fraud losses after blame assessment to total fraud detected	Less than 25%	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>Fraud by its nature is unpredictable and past experience has shown that the levels of fraud are greater in the early part of the year</li> <li>At the end of 2004-05 the full year forecast for fraud is 16.6%</li> </ul>

3. To improve the accessibility of National Savings and Investments for customers	To increase the proportion of customer interactions with National Savings and Investments <i>capable of</i> being carried out via non-paper based means	Ratio of the number of customer initiated transactions capable of being carried out via non-paper based means to the total number of customer transactions	At least 70%	<b>Met</b> <ul style="list-style-type: none"> <li>Performance against this metric is affected by both capability developed and the overall mix of transactions</li> <li>At the end of 2004-05, the full year forecast for customer initiated transactions capable of being carried out via non-paper based means was 78.4%</li> </ul>
	To increase the percentage of customer interactions with National Savings and Investments <i>actually</i> carried out via non-paper based means	Ratio of the number of customer initiated transactions actually carried out via non-paper based means to the total number of customer transactions	At least 28%	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>As above, performance against this measure is affected by both capability and the overall mix of customer transactions, but is also affected by customer preferences</li> <li>At the end of 2004-05, the full year forecast for customer initiated transactions actually carried out via non-paper based means was 45.5%</li> </ul>

4. To maintain the current high levels of customer service and satisfaction}	To achieve consistent accuracy in meeting increasingly challenging targets	Average performance against Accuracy Key Performance Indicator targets	At least 98.5%	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>Performance against Accuracy KPIs remains very high</li> <li>At the end of 2004-05, the full year forecast for accuracy against key performance indicators was 99.5%</li> </ul>
	To achieve consistent timeliness in meeting increasingly challenging targets	Average performance against Timeliness Key Performance Indicator targets	At least 96%	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>Performance against Timeliness KPIs has been very strong</li> <li>The relevant KPI targets themselves were increased as part of continuous development</li> <li>At the end of 2004-05, the full year forecast for timeliness against key performance indicators was 96.4%</li> </ul>

SR2002 SDA Goals	SR2002 SDA Objectives	SR2002 SDA Performance measures	2004-05 Targets	Performance
	To exceed a threshold level of customer satisfaction with NS&I	New measure established in 2003-04	At Least 80%	<b>Met and ongoing</b> <ul style="list-style-type: none"> <li>At the end of 2004-05, the full year forecast for customer satisfaction was 88%</li> </ul>

### Business Performance

The National Savings and Investments Executive Management Team reviews business performance monthly (including performance against these targets), using the balanced scorecard methodology, as does the National Savings and Investments Board at each of its meetings.

Performance against targets is audited by Deloitte, contracted as internal auditors, and is published within National Savings and Investments' corporate reports (Annual Report and Accounts and Departmental Report) which are laid before both Houses of Parliament.

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## Other information of public interest

### Public Appointments

Paul Spencer was appointed as Chairman of the National Savings and Investments Board on 1<sup>st</sup> January 2005, replacing Richard Wright who retired on 31 December 2004 after completing his three-year term of office.

Gill Cattanach, Marketing Director left the organisation on 5 January 2005. Karen Jones has been appointed to the role and joined the Board on 11 April 2005.

Allison Holland, HMT representative left the National Savings and Investments Board on 17 December 2004. A new HMT representative, Sarah Tebbutt from the Debt Reserves Management Team, joined the Board on 1 January 2005.

Alan Cook, the CEO of NS&I was appointed as a Non-Executive Director of Post Office Limited showing how the working relationship between NS&I and Post Office Limited has improved.

### Recruitment Practice

National Savings and Investments aims to promote and maintain best practice in the recruitment of staff to meet its resourcing needs, subject to the requirements of equal opportunities and employment legislation. To achieve this, National Savings and Investments has a monitoring system in place to ensure that recruitment is carried out on the basis of fair and open competition and selection on merit in accordance with the Civil Commissioners Recruitment code, and is subject to internal and external audit. National Savings and Investments also have a reciprocal audit arrangement in place with the Office of the Rail Regulator.

### Investors in People

National Savings and Investments has been recognised as an Investor in People organisation since October 1999, and achieved re-accreditation in March 2005.

### Responsive Public Services

We are subscribers to the Banking Code which provides greater transparency and improved communications between National Savings and Investments and its customers. This year, the Banking Code Compliance Board conducted a review of our processes and gave National Savings and Investments a "green" status. The next banking code review will be in 2007.

## **Financial Services Innovation Awards**

National Savings and Investments, in a joint entry with Siemens Business Services, picked up two major awards; The coveted Grand Prix award for outstanding innovation; and the Most Effective Back Office Initiative which recognised the efforts which the partnership had made to provide greater focus on customer service by improving its back office operations with the introduction of LEAN.

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## **Contacts and more information**

We want to make it as easy as possible for you to contact us at any time in a way that is convenient for you.

### **Telephone**

- Call us on 0845 964 5000 from 7am to Midnight seven days a week. Calls are charged at local rates. To maintain a high level of service, we may record calls.

### **Internet**

- Visit our website at [www.nsandi.com](http://www.nsandi.com)

### **Textphone**

- Use our free textphone service on 0800 056 0585 if you have Minicom equipment.

### **Post**

- Write to us at  
National Savings and Investments  
FREEPOST BJ2092  
Blackpool  
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# Annex – core tables

**TABLE 1: NATIONAL SAVINGS AND INVESTMENTS PUBLIC SPENDING**

	1999-00 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 outturn	2004-05 projected	2005-06 projected	2006-07 projected	2007-08 projected
<b>Consumption of resources:</b>									
Reducing the costs to the taxpayer of government borrowing now and in the future	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294
<b>Total National Savings and Investments resource Budget</b>	<b>178,385</b>	<b>164,882</b>	<b>173,552</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>170,294</b>	<b>170,294</b>	<b>170,294</b>
of which:									
National Savings and Investments resource departmental expenditure limit (DEL)	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294
Resource DEL(2)									
<b>Capital Spending:</b>									
reducing the costs to the taxpayer of government borrowing now and in the future	(120)	3,169	122	213	1,124	500	500	500	500
<b>Total National Savings and Investments Capital Budget</b>									
of which:									
Resource DEL capital departmental expenditure limit (DEL)	80	3,302	122	213	1,124	500	500	500	500
<b>Total public spending by National Savings and Investments(2)</b>	<b>174,148</b>	<b>166,175</b>	<b>171,546</b>	<b>156,763</b>	<b>170,510</b>	<b>172,166</b>	<b>167,824</b>	<b>167,764</b>	<b>167,704</b>

(1) Departmental Expenditure Limit set as part of the 2002 Spending Review

(2) Total Public Spending calculated as the total of the resource budget plus capital less depreciation

**TABLE 2: NATIONAL SAVINGS AND INVESTMENTS RESOURCE BUDGET**

	1999-00 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 outturn	2004-05 projected	2005-06 projected	2006-07 projected	2007-08 projected
Reducing the costs to the taxpayer of government borrowing now and in the future									
<b>Resource DEL</b>									
<i>Administration</i>									
RfR1 A	178,489	164,813	173,550	159,669	172,086	174,526	169,794	165,294	165,294
Total Voted	<b>178,489</b>	<b>164,813</b>	<b>173,550</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>169,794</b>	<b>165,294</b>	<b>165,294</b>
Non Voted							500	5,000	5,000
<b>Total National Savings and Investments Resource DEL</b>	<b>178,489</b>	<b>164,813</b>	<b>173,550</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>170,294</b>	<b>170,294</b>	<b>170,294</b>
<b>Resource AME</b>									
<i>Administration</i>									
RfR1A	(104)	69	2						
Total Voted	<b>(104)</b>	<b>69</b>	<b>2</b>						
<b>Total National Savings and Investments Resource AME</b>	<b>(104)</b>	<b>69</b>	<b>2</b>						
<b>Total National and Investments Resource DEL</b>	<b>178,385</b>	<b>164,882</b>	<b>173,552</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>170,294</b>	<b>170,294</b>	<b>170,294</b>
of which:									
Voted	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294
Other non-voted							500	5,000	5,000
and of which Central Government own spending	178,385	164,882	173,552	159,669	172,086	174,526	170,794	175,294	175,294

**TABLE 3 NATIONAL SAVINGS AND INVESTMENTS CAPITAL BUDGET**

	1999-00 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 outturn	2004-05 projected	2005-06 projected	2006-07 projected	2007-08 projected
Reducing the costs to the taxpayer of government borrowing now and in the future									
Capital DEL									
<i>Administration</i>									
RfR1A	80	3,302	122	213	1,124	500	500	500	500
<b>Total Voted</b>	<b>80</b>	<b>3,302</b>	<b>122</b>	<b>213</b>	<b>1,124</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Capital DEL</b>	<b>80</b>	<b>3,302</b>	<b>122</b>	<b>213</b>	<b>1,124</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
Capital AME									
<i>Administration</i>									
Resource DEL	-200	-133							
<b>Total Voted</b>	<b>-200</b>	<b>-133</b>							
<b>Total Capital AME</b>	<b>-200</b>	<b>-133</b>							
<b>Total National Savings and Investments Capital Budget</b>	<b>-120</b>	<b>3,169</b>	<b>122</b>	<b>213</b>	<b>1,124</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<i>of which</i>									
<i>Voted</i>	-120	3,169	122	213	1,124	500	500	500	500
<i>and of which: central Government own spending</i>									
<i>Central Government own spending</i>	-120	3,169	122	213	1,124	500	500	500	500
<b>NB Voted net capital in Estimate entitled: National Savings and Investments</b>									
<i>Capital DEL in budgets</i>	80	3,302	122	213	1,124	500	500	500	500
<i>Capital AME in budgets</i>	-200	-133							
<b>Total capital consumption in estimate</b>	<b>-120</b>	<b>3,169</b>	<b>122</b>	<b>213</b>	<b>1,124</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**TABLE4: NATIONAL SAVINGS AND INVESTMENTS CAPITAL EMPLOYED**

	1999-00 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 outturn	2004-05 projected	2005-06 projected	2006-07 projected	2007-08 projected
<b>Fixed Assets</b>									
Intangible	20	155	154	200	109	150	200	250	250
Tangible	23,510	26,774	28,157	28,306	29,953	31,600	32,700	33,800	34,900
<i>of which</i>									
Land and Buildings	23,358	23,704	25,347	25,714	26,672	28,000	29,000	30,000	31,000
Plant and machinery	152	3,070	2,810	2,592	3,281	3,600	3,700	3,800	3,900
Vehicles									
Investments									
<b>Current assets</b>	16,435	14,695	13,418	10,783	11,706	12,000	13,000	14,000	15,000
Creditors< 1 year	13,079	10,230	16,756	16,117	20,612	20,000	21,000	20,000	20,000
Creditors> 1 year									
<b>Provisions</b>	2,299	2,131	2,061	1,720	1,480	1,300	1,100	1,000	900
Capital employed within Main department	<b>24,587</b>	<b>29,263</b>	<b>22,912</b>	<b>21,452</b>	<b>19,676</b>	<b>22,450</b>	<b>23,800</b>	<b>27,050</b>	<b>29,250</b>

**TABLE 5: NATIONAL SAVINGS AND INVESTMENTS ADMINISTRATION COSTS**

	1999-00 outturn	2000-01 outturn	2001-02 outturn	2002-03 outturn	2003-04 outturn	2004-05 projected	2005-06 projected	2006-07 projected	2007-08 projected
Gross Administration Costs	176,759	162,603	171,530	157,184	169,651				
Paybill	5,746	6,587	6,398	6,945	7,017				
<b>Total gross administration costs</b>	<b>182,505</b>	<b>169,190</b>	<b>177,928</b>	<b>164,129</b>	<b>176,668</b>	<b>179,281</b>	<b>175,144</b>	<b>175,241</b>	<b>175,340</b>
Related administration cost receipts	(4,120)	(4,308)	(4,376)	(4,460)	(4,582)	(4,755)	(4,850)	(4,947)	(5,046)
<b>Total net administration costs</b>	<b>178,385</b>	<b>164,882</b>	<b>173,552</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>170,294</b>	<b>170,294</b>	<b>170,294</b>
<b>Total net administration costs by activity</b>									
Reducing the costs to the taxpayer									
Resource DEL in the future	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294
<b>Total net administration costs</b>	<b>178,385</b>	<b>164,882</b>	<b>173,552</b>	<b>159,669</b>	<b>172,086</b>	<b>174,526</b>	<b>170,294</b>	<b>170,294</b>	<b>170,294</b>
Controls and limits:Administration costs limits (net) for gross controlled areas									
National Savings and Investments	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294
Resource DEL	178,385	164,882	173,552	159,669	172,086	174,526	170,294	170,294	170,294

**TABLE 6: NATIONAL SAVINGS AND INVESTMENTS STAFF NUMBERS**

Staff - years

Staff numbers as at:	01-Apr-02	01-Apr-03	01-Apr-04	1 April 2005 estimate	1 April 2006 estimate
Permanent	111	111	110	123	123
Casuals	2	5	8	4	4
<b>Total</b>	<b>113</b>	<b>116</b>	<b>119</b>	<b>127</b>	<b>127</b>