

Departmental report 2008

This document is part of a series of Departmental Reports which, along with the Main Estimates 2008-09, the document *Public Expenditure Statistical Analyses 2008* and the Supplementary Budgetary Information 2008-09, present the Government's expenditure plans for 2008-09, and comparative outturn data for prior years.



National Savings and Investments Departmental Report 2008

Presented to Parliament by
the Economic Secretary to
the Treasury

By Command of Her Majesty

May 2008

© Crown Copyright 2008

The text in this document (excluding the Royal Arms and other departmental or agency logos) may be reproduced free of charge in any format or medium providing it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright and the title of the document specified.

Where we have identified any third party copyright material you will need to obtain permission from the copyright holders concerned.

For any other use of this material please write to Office of Public Sector Information, Information Policy Team, Kew, Richmond, Surrey TW9 4DU or e-mail: licensing@opsi.gov.uk

Contents

2	Who we are and what we do
3	How we are organised
5	What we are aiming to achieve
6	What we spend our money on
8	How we are doing
10	Other information of public interest
11	Contacts and more information
12	Annex: Core Tables
12	Table 1: NS&I public spending
13	Table 2: NS&I resource budget
13	Table 3: NS&I capital budget
14	Table 4: NS&I capital employed
14	Table 5: NS&I staff numbers
14	Table 6: NS&I consultancy and professional services

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 Measures.



National Savings and Investments is backed by HM Treasury

Who we are and what we do

National Savings and Investments (NS&I) 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, NS&I is responsible for providing cost-effective financing by issuing and selling savings and investment products to the public.

NS&I is one of the largest savings organisations in the UK, with £84 billion of investors' money at the end of February 2008 (representing 15% of the National Debt and 7.5% of the cash based deposit market) and annual cash flows in excess of £20 billion.

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 funding for Government that is cost-effective in relation to funds raised on the wholesale market.

Our vision

We are securing a better financial future for our customers by providing the most valued and trusted savings experience.

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
- **straightforwardness:** describing our products and services in easy to understand language
- **integrity:** earning the respect and trust of our customers and treating them fairly
- **delivered with a human touch:** remembering that customers are individuals and should be treated as such

How we are organised

NS&I 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 NS&I operates
- approving interest rates and the terms and conditions of NS&I products
- appointing the Chief Executive and Non-Executive Directors to the NS&I Board
- setting and monitoring key performance targets for NS&I

The Chancellor delegates these responsibilities to the Economic Secretary to the Treasury (EST). The position of the EST is held by Kitty Ussher MP.

The Chancellor delegates management of NS&I to the Chief Executive. The Chief Executive is appointed by HM Treasury as Accounting Officer for NS&I and is accountable for:

- the NS&I resource and product accounts
- the proper, effective and efficient use of public funds
- ensuring that the requirements of Government accounting are met and that NS&I observes any general guidance issued by central departments

Jane Platt was appointed CEO of NS&I in September 2006 and is assisted by the NS&I Board in setting corporate policy, ensuring good governance and monitoring performance.

The NS&I 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, and additional board workshops are held to discuss specific issues, such as strategy and planning. There is also a separate Audit Committee and Appointments & Remuneration Committee.

Regulation

NS&I is also governed by specific Acts of Parliament that regulate the activities of The Director of Savings and NS&I products, specifically under the National Savings Bank Act 1971 and the National Debt Act 1972, which are shown in the table on the next page.

NS&I strives to meet both regulatory and best practice standards within the financial services industry.

NS&I subscribes to the Banking Code which provides greater transparency and improved communications with its customers. In January 2008, the Banking Code Compliance Board conducted its biannual review and renewed NS&I's 'green' status. During 2008-09 NS&I will conduct a self-assessment to ensure on-going compliance.

Although NS&I is not regulated by the Financial Services Authority (FSA), NS&I recognises the relevant legislation and aims to work in the spirit of the overall regulatory framework. Over the past 12 months the focus has continued to be on implementing and embedding appropriate working practices and ensuring closer adherence to the relevant standards set out in the FSA Handbook, and this focus will remain in place for the next 12 months.

NS&I has been Financial Ombudsman Service (FOS) compliant since September 2005.

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
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.

Partnership

NS&I employs a business model built around a partnership agreement, while retaining overall responsibility for strategy and business direction. This enables NS&I to concentrate on its core capabilities and maximise the use 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 NS&I back office operations were outsourced to Siemens¹ in April 1999, under a Public Private Partnership, 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 30 September 2004, NS&I and Siemens exercised the option to extend the partnership contract to run until 2014.

Siemens is 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.

Distributors

NS&I does not have a branch network. The Post Office[®] is our major distribution partner, with approximately 14,000 outlets providing a convenient face-to-face channel for our customers. The contract with the Post Office[®] is a rolling contract with a two-year termination clause. Our relationship with the Post Office[®] dates back to the origin of NS&I as part of the Post Office Group. NS&I and the Post Office[®] formally split in 1969.

NS&I also works with other distributors to reduce the reliance on the Post Office[®] as it builds competitive offerings to NS&I products. An agreement was reached with WHSmith in 2007 to promote key products, and from May 2008 customers will be able to pick up literature from 400 high street branches and also 155 travel stores.

All customers receive the same high levels of attention offered by NS&I, who retain responsibility for all elements of the business including sales enquiries and customer service.

¹ Siemens Business Services changed its name to Siemens IT Services and Solutions on 1 February 2007.

What we are aiming to achieve

As well as providing value to customers by offering competitive, totally secure savings and investments, NS&I also saves 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, ie. personal savers and investors, through NS&I

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. NS&I 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 Add is the name given to the way NS&I 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 Add target NS&I must give customers a fair deal in a highly competitive market. Therefore, NS&I offers products that suit customers' needs, backed by excellent customer service.

The Corporate Strategy

2007-08 was the first year of **NS&I adding value**, the new five-year strategy to deliver sustainable long-term value to stakeholders by simplifying, modernising and diversifying the business.

It will:

- deliver more than **£1.6 billion** of Value Add over five years
- deliver around **£21 billion** of Net Financing over five years
- deliver a substantially **lower** whole business unit cost, positioning the business for continued successful delivery of Value Add in the future

By:

- **building** the low-cost capabilities that satisfy the long-term needs and expectations of the customer
- **revitalising** the product range
- **shifting** sales and fulfilment towards low-cost channels
- **maintaining** a strong relationship with the Post Office® as a distributor
- **delivering** our compliance strategy and developing a compliance culture
- **engaging** and **developing** our people and capabilities, so that we can attract and retain the best talents

The focus of **NS&I adding value** over the next 12 months is around four strategic themes, which will be used within the corporate balanced scorecard to monitor progress against deployment. The strategic themes that support the 2008-09 business objectives are:

- 1. Business delivery** – to deliver sustainable value to stakeholders
- 2. Customer** – to fulfil the needs of our target customers
- 3. Business transformation** – to accelerate the pace of change
- 4. People** – to inspire and develop the NS&I team

The implementation of the strategy is tracked by metrics relating to both the sales and back-office operations that are embedded throughout the corporate balanced scorecard, rather than captured separately, reflecting the integrated management approach used within NS&I. NS&I uses the balanced scorecard methodology at a corporate and business unit level to ensure strategy is delivered to plan.

What we spend our money on

Full details of NS&I's recent and forecast expenditure are set out in the annex of this report. In summary, spending from 2005-09 was as follows:

	2008-09 Estimate £'000	2007-08 Estimate £'000	2006-07 Actual £'000	2005-06 Actual £'000
Gross Administration Costs	179,718	163,686	173,962	180,415
Operating Income	(5,918)	(5,686)	(5,347)	(5,212)
Net resource Outturn	173,800	158,000	168,615	175,203
Net Cash Requirements	169,000	154,000	164,456	170,270
- PPP Contract Costs	107,000	98,000	101,080	107,628
- Selling Agents	26,600	28,400	32,242	29,280

All income and expenditure is derived from continuing operations.

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

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

The modernisation that has already taken place within the operational systems and processes by Siemens, has allowed NS&I 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

NS&I has a small capital budget. Major capital expenditure is undertaken by Siemens. 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 from where it carries out the operational services functions.

NS&I is currently in the process of approaching the market with the intention to sell land and buildings at Blackpool. The total book value of these assets is £13.6million.

Senior civil service staff

NS&I's senior civil service staff, split by salary band is summarised in the table below.

The information is as at 31 March 2008 (provisional)

Salary band ¹	Number of staff at 31 March 2007:	Number of staff at 31 March 2008 ²
£70,000-£74,999	1	1
£75,000-£79,999	1	2
£80,000-£84,999	2	1
£85,000-£89,999	1	1
£90,000-£94,999	1	1
£95,000-£99,999	1	
£100,000-£104,999		1
£105,000-£109,999	2	1
£110,000-£114,999		1
£115,000-£119,999		
£120,000-£124,999		
£125,000-£129,999		
£130,000-£134,999	1	1
£135,000-£139,999		
£140,000-£144,999		
£145,000-£149,999		
Over £150,000	1	1
Total	11	11

Notes

1. 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.

2. Salary information for 2008-09 has not yet been agreed with The Cabinet Office.

How we are doing

As part of the 2004 Spending Review (SR2004), Service Delivery Measures (SDMs) were established as part of a new reporting mechanism between NS&I and HM Treasury. These measure the performance of NS&I in relation to its overall objectives.

Targets are agreed annually for each of the performance measures with the Minister responsible as part of our annual planning process. These SDMs were reviewed in line with the Comprehensive Spending Review 2007 and have been revised for the forthcoming year.

SR2004 SDM Targets

Our performance against the targets for 2007-2008, up to end February 2008 (unaudited) was as follows:

SR2004 SDM Goals	SR2004 SDM Objectives	SR2004 SDM Performance measures	2007-08 Targets	Performance
1. To achieve the financing remit and improve efficiency	To create at least an agreed amount of Value Added	Absolute amount of delagged ¹ Value Add from NS&I's products, excluding Index Linked Saving Certificate Extension Terms	At least £275 million	Met <ul style="list-style-type: none"> Higher than expected fixed rate margins and lower management costs have lead to NS&I exceeding target In March 2008, the full year forecast for Value Add was £353 million
	To raise an amount of net financing within an agreed range	Absolute amount of net financing from all National Savings and Investment products	£2.8 billion (+/- £0.5 billion)	Not met – exceeded <ul style="list-style-type: none"> Higher than planned RPI and interest rates, together with the second PB 50th draw and instability in the savings market led to NS&I exceeding target In March 2008, the full year forecast for Net Financing was £5.6 billion
2. To maintain the current high levels of customer satisfaction	To exceed a threshold level of customer satisfaction with NS&I	Average responses from question: "How satisfied are you overall in terms of savings and investments with NS&I"	At least 90%	Met and ongoing <ul style="list-style-type: none"> Satisfaction has remained at or above 90% in every month of the year except May 2007 when it was 89% Average for the year to February 2008 was 92%
3. To maintain the current high levels of customer service	To achieve consistent accuracy in meeting challenging targets	Average performance against Accuracy Key Performance Indicator targets	At least 98.5%	Met and ongoing <ul style="list-style-type: none"> Siemens performance against Accuracy KPIs remains strong This target was achieved every month with an average of 99.4% for the year to February 2008
	To achieve consistent timeliness in meeting challenging targets	Average performance against Timeliness Key Performance Indicator targets	At least 97%	Met and ongoing <ul style="list-style-type: none"> Siemens performance against Timeliness KPIs remains strong This target was achieved every month with an average of 99.5% for the year to February 2008
4. 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 20%	Met and ongoing <ul style="list-style-type: none"> Fraud by its nature is difficult to predict though NS&I continued to experience low levels over the period The average for the year to February 2008 was 10.0%

SR2004 SDM Goals	SR2004 SDM Objectives	SR2004 SDM Performance measures	2007-08 Targets	Performance
5. Ratio of total NS&I administrative costs to average funds invested by customers	To invest in capability and continue to improve the efficiency of administering total funds	Ratio of total NS&I administrative costs to average funds invested by customers	Less than 26 basis points	Met and ongoing <ul style="list-style-type: none"> Administrative and project costs were below plan throughout the year, partly as a result of the lower than expected advertising spend required to support Net Financing targets. The ratio for the year to February 2008 was 18.0bps
6. To maintain Banking Code and Financial Ombudsman service (FOS) Compliance	To ensure compliance with the Banking Code	Self assessment of compliance checked by Banking Code Standard Board	Agreement by Banking Code Standard Board that NS&I remain compliant	Met and ongoing <ul style="list-style-type: none"> NS&I remains compliant with the Banking Code and received 'green' status in this years bi-annual review
	To ensure compliance with the FOS	Percentage of escalated complaints upheld in our favour	At least 98%	Met and ongoing <ul style="list-style-type: none"> This was a new measure for 2007-08 100% of escalated complaints during the year to February 2008 were adjudicated in our favour

Notes

¹ Delagged Value Add is the true Value Add, whereas Lagged Value Add strips out the factors beyond the control of NS&I, ie the un-forecast interest rate rises.

Business Performance

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

Performance against targets is audited by Deloitte, contracted as internal auditors, and is published within NS&I's Annual Report and Accounts, which are laid before both Houses of Parliament.

Other information of public interest

Public appointments

Sandra Postles resigned as People and Environment Director in January 2008 for personal reasons. Whilst her successor is being recruited an interim director has been appointed below board level. In July 2007 Simon Ricketts was appointed as non-executive director to replace Maria Stafford who retired in early 2007. In January 2008 Tamara Finkelstein moved from HMT to join the UK Border Agency, and was replaced by Sam Beckett as one of the HMT representatives on the NS&I Board, and Mike Glycopantis replaced Sarah Tebbutt in February 2008, as the second HMT representative, during her absence on maternity leave.

Recruitment practice

NS&I 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, NS&I 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. NS&I also has a reciprocal audit arrangement in place with the Office of the Rail Regulator.

Investors in People

NS&I has been recognised as an Investor in People organisation since October 1999, and achieved re-accreditation in March 2005. This accreditation remains valid for three years.

Charter Mark

NS&I's Charter Mark accreditation was renewed in November 2007 and recognises NS&I and Siemens' joint commitment to providing excellent service to customers.

Sunday Times Customer Experience Awards

NS&I were given the judges' Highly Commended Award in the Sunday Times Customer Experience Awards having been finalists in both the Financial Services and Public Sector categories.

Communicators in Business

NS&I was given three Awards of Excellence for its Annual Report, link magazine and the Premium Bonds 50th Anniversary link special by Communicators in Business, with the latter supplement also being awarded the trophy for best in its class.

ISO 14001:2004

NS&I was awarded ISO 14001:2004 accreditation in respect of its environmental management standards.

Customer Contact Association

NS&I achieved Global Standards Accreditation from the Customer Contact Association in recognition of the quality of service through its call centres and Colin Ross, Head of Telephony at NS&I gained the "National CCA Member of the Year" award.

National Training Awards

NS&I was the UK winner in the Partnership Category of the National Training Awards for the performance improvement delivered by the 'just ask' programme developed with Blue Sky.

Institute of Financial Services

NS&I was the winner of the *ifs* Financial Innovations awards, winning "Most Effective Training Programme" for its 'just ask' programme.

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

Textphone

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

Post

- Write to us at:
NS&I
Glasgow
G58 1SB

Annex – core tables

Table 1: NS&I public spending

£'000

	Outturn 2002-03	Outturn 2003-04	Outturn 2004-05	Outturn 2005-06	Outturn 2006-07	Estimated Outturn 2007-08	2008-09 Projected
Resource DEL							
Reducing the costs to the taxpayer of government borrowing now and in the future	159,111	172,081	165,794	175,202	168,615	161,029	166,147
Total resource budget DEL	159,111	172,081	165,794	175,202	168,615	161,029	166,147
<i>of which:</i> Near-cash	155,777	168,287	161,541	171,983	164,456	157,670	161,540
Total resource budget	159,111	172,081	165,794	175,202	168,615	161,029	166,147
<i>of which:</i> depreciation	2,561	2,693	3,807	2,666	2,703	2,102	3,090
Capital DEL							
Reducing the costs to the taxpayer of government borrowing now and in the future	213	1,129	137	237	68	113	488
Total capital budget DEL	213	1,129	137	237	68	113	488
Total capital budget	213	1,122	139	238	68	113	488
Total departmental spending ¹							
National Savings and Investments	156,763	170,517	162,124	172,773	165,980	159,040	163,545
Total departmental spending ¹	156,763	170,517	162,124	172,773	165,980	159,040	163,545

¹ Total departmental spending is the sum of the resource budget and the capital budget less depreciation. Similarly, total DEL is the sum of the resource budget DEL and capital budget DEL less depreciation in DEL, and total AME is the sum of resource budget AME and capital budget AME less depreciation in AME.

Table 2: NS&I Resource budget

£'000

	Outturn 2002-03	Outturn 2003-04	Outturn 2004-05	Outturn 2005-06	Outturn 2006-07	Estimated Outturn 2007-08	2008-09 Projected
Resource DEL							
Reducing the costs to the taxpayer of government borrowing now and in the future	159,111	172,081	165,794	175,202	168,615	161,029	166,147
<i>of which:</i>							
National Savings and Investments	159,111	172,081	165,794	175,202	168,615	161,029	166,147
Total resource budget DEL	159,111	172,081	165,794	175,202	168,615	161,029	166,147
<i>of which:</i>							
Near-cash	155,777	168,287	161,541	171,983	164,456	157,670	161,540
<i>of which:</i> ¹							
Pay	5,907	6,155	6,711	7,497	7,692	8,164	
Procurement	149,870	162,132	154,830	164,486	156,764	149,506	148,385
Current grants and subsidies to the private sector and abroad	-	-	-	-	-	-	-
Current grants to local authorities	-	-	-	-	-	-	-
Depreciation	2,561	2,693	3,807	2,666	2,703	2,102	3,090
Total resource budget	159,111	172,081	165,794	175,202	168,615	161,029	166,147

¹ The breakdown of near-cash in Resource DEL by economic category may exceed the total near-cash Resource DEL reported above because of other income and receipts that score in near-cash Resource DEL but aren't included as pay, procurement, or current grants and subsidies to the private sector, abroad and local authorities.

Table 3: NS&I Capital Budget

£'000

	Outturn 2002-03	Outturn 2003-04	Outturn 2004-05	Outturn 2005-06	Outturn 2006-07	Estimated Outturn 2007-08	2008-09 Projected
Reducing the costs to the taxpayer of government borrowing now and in the future							
Capital DEL	213	1,129	137	237	68	113	488
<i>of which:</i>							
National Savings and Investments	213	1,129	137	237	68	113	488
Total Capital Budget DEL	213	1,129	137	237	68	113	488
Total Capital Budget	213	1,129	137	237	68	113	488

Table 4: NS&I Capital Employed

£'000

	Outturn 2002-03	Outturn 2003-04	Outturn 2004-05	Outturn 2005-06	Outturn 2006-07	Estimated Outturn 2007-08	2008-09 Projected
Assets on balance sheet at end of year							
Fixed Assets							
Intangible	200	109	141	222	144	200	220
Tangible	28306	29953	24841	25318	25204	27200	29000
<i>of which</i>							
Land and Buildings	25714	26672	22014	22842	23139	25000	26500
Plant and machinery	2592	3281	2827	2476	2065	2200	2500
Vehicles							
Investments							
Current Assets							
Creditors < 1 year	10783	11706	10384	9145	4641	6000	4000
Creditors > 1 year	16117	20612	17833	23161	26356	18500	18000
Provisions							
	1720	1480	1575	1045	728	550	340
Capital Employed within main department	21452	19676	15958	10479	2905	14350	14880

Table 5: NS&I Staff Numbers

Staff numbers at	1 April 2003	1 April 2004	1 April 2005	1 April 2006	1 April 2007	1 April 2008
Permanent	111	110	123	125	129	135
Casuals	5	8	4	7	4	1
Total	116	118	127	132	133	136

Table 6: NS&I Consultancy and Professional Services

£'000

	Outturn 2002-03	Outturn 2003-04	Outturn 2004-05	Outturn 2005-06	Outturn 2006-07	Estimated Outturn 2007-08
Consultancy services	4351	1616	1400	853	1341	1431
Professional Services	402	495	1025	1726	1983	1774
Legal services	172	370	502	340	169	304
Contract Staff/ Interim managers	561	862	557	670	583	873
Other services	644	721	574	977	1090	1100
Total	6130	4064	4058	4566	5166	5482



Published by TSO (The Stationery Office) and available from:

Online

www.tsoshop.co.uk

Mail, Telephone, Fax & E-mail

TSO

PO Box 29, Norwich NR3 1GN

Telephone orders/General enquiries: 0870 600 5522

Order through the Parliamentary Hotline *Lo-call* 0845 7 023474

Fax orders: 0870 600 5533

Email: customer.services@tso.co.uk

Textphone: 0870 240 3701

TSO Shops

16 Arthur Street, Belfast BT1 4GD

028 9023 8451 Fax 028 9023 5401

71 Lothian Road, Edinburgh EH3 9AZ

0870 606 5566 Fax 0870 606 5588

The Parliamentary Bookshop

12 Bridge Street, Parliament Square

London SW1A 2JX

TSO@Blackwell and other Accredited Agents

ISBN 978-0-10-174092-0



9 780101 740920