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DMA Report and Accounts

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Presented to Parliament in Pursuance of the National Loans Act 1968 (as amended by the Finance Act 1998) Ordered by the House of Commons to be printed 19 December 2002



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All the DMO's publications are available on its web site including:

- annual reviews covering the main developments for each financial year in which the DMO has been in operation;
- quarterly reviews highlighting more recent developments in the DMO's gilts and cash market activities;
- guides for potential investors in gilts both wholesale and retail;
- the DMO's annual Report and Accounts for its administrative expenditure;
- Operational Notices covering the DMO's market activities in the gilts and cash markets;
- the DMO's annual business plan;
- the DMO's framework document (which sets out the DMO's relationship with HM Treasury).

Alternatively, hard copies of these publications are available from the DMO by telephoning 020 7862 6501.

DMA Report and Accounts

Period from 1 April 2001 to 31 March 2002

Presented to Parliament in Pursuance of Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998)

Ordered by the House of Commons to be printed on 19th December 2002.

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Foreword

Background

The UK Debt Management Office (DMO) was established on 1 April 1998. Its aim is "to carry out the Government's debt management policy of minimising financing costs over the longer term, taking account of risk, and to manage the aggregate cash needs of the Exchequer in the most cost effective way".

The establishment of the DMO followed the announcement by the Chancellor of the Exchequer on 6 May 1997 that responsibility for setting of official interest rates was being transferred from HM Treasury to the Bank of England. As a corollary of this he also announced that the Bank of England's role as the Government's agent for debt and cash management was being transferred to HM Treasury. The objectives were to ensure that debt management decisions could not be influenced by, or thought to be influenced by, inside information on interest rate decisions, and to increase transparency in debt and cash management operations.

The DMO assumed responsibility for debt management on 1 April 1998 and for cash management on 3 April 2000.

The DMO's Objectives

HM Treasury Ministers set the DMO's strategic objectives, which are published in the DMO's Business Plan and its Framework Document. The current 12 strategic objectives are:

- 1. To meet the annual remit set by Treasury Ministers for the sale and purchase of gilts, with high regard to long-term cost minimisationtaking account of risk.
- 2. To offset, through its market operations, the expected outturn cash flow into or out of the National Loans Fund (NLF), on every business day; and in a cost-effective manner, taking account of risk.
- 3. To manage effectively, in accordance with objectives set by Treasury Ministers, any assets held on the Debt Management Account.
- 4. To advise Ministers on setting the remit to meet the Government's objectives under 1-3 above; and to report to Ministers on the DMO's performance against its remit, objectives and targets.
- 5. To develop policy on, and promote advances in, new instruments, issuance techniques and structural changes to the debt and Treasury bill markets that may help to enhance the efficiency and lower the cost of debt and cash management, liaising as appropriate with the relevant bodies; to keep abreast of developments in debt and cash management policy and practice; and to provide policy advice to Treasury Ministers and officials accordingly.
- 6. To conduct its market operations, liaising as necessary with the relevant bodies, with a view to maintaining or promoting an orderly, efficient and liquid market for gilts.
- 7. To provide, including in liaison with the Bank of England and CRESTCo, a high quality and efficient service to investors in Government debt, and to deal fairly and professionally with market participants in the gilts and money markets, consistent with achieving low cost issuance and an efficient market.
- 8. To contribute to the Treasury's work on the development of the strategy for managing the Government's financial assets and liabilities.
- 9. To make information publicly available on the debt and Treasury bill markets and DMO policies where that contributes through openness and predictability to efficient markets and lower costs of issuance.
- 10. To contribute to the Government's wider objectives for financial cost-effectiveness and risk reduction, including by developing partnerships with other parts of the public sector and by providing advice and expertise to other Government departments (and other governments) as required.

- 11. To resource, staff and manage the Office to deliver its objectives effectively and efficiently and to ensure value for money in its administrative expenditure.
- 12. To develop appropriate management, information and control systems with high regard to risk management, and to ensure full and accurate presentation of accounting and other information.

Purpose of the Debt Management Account (DMA)

The Finance Act 1998 provided for the establishment of the Debt Management Account (DMA) and this was created by order on 15 November 1999. Its purpose is the management and reporting of the debt and cash dealing operations that the DMO undertakes to meet its objectives.

As the Government's debt manager, a key role of the DMO is as an issuer of gilt-edged securities, and additionally it supports the secondary market. (Gilt-edged securities, or gilts, are UK Government sterling denominated listed securities with longer-term maturities issued by HM Treasury.)

These accounts are the second accounts published for the DMA and cover the year ending 31 March 2002. The first published accounts of the DMO covered the period from its establishment on the 15 November 1999 to 31 March 2001. Only the DMO's market transactions are accounted for through the Debt Management Account. Reported separately from the DMA, the DMO's administrative income and expenditure for the period to 31 March 2002 were published in the DMO's Annual Report & Accounts 2001-02 and presented before Parliament on 23 July 2002. This document is available on the DMO's web site at www.dmo.gov.uk.

Guide to the DMA and Relationship to the National Loans Fund

The operations of the Consolidated Fund and the National Loans Fund (NLF) – the two key central government funds – are central to an understanding of the accounting arrangements for government debt and cash management, and the role of the DMA. The Consolidated Fund accounts for most central government expenditure and receipts, except for borrowing and financing transactions that are accounted for by the NLF and the DMA. The NLF is the government's main borrowing account. It also funds some government lending, particularly to local authorities via the Public Works Loan Board. The NLF balances the Consolidated Fund at the end of each day.

Essentially the DMA's role is to meet the financing needs of the NLF, both in terms of long-term (debt management) and short-term requirements and to meet the NLF's day-to-day cash needs (cash management of both surplus and deficit cash positions). All lending by the DMA to the market when the government has excess cash is an asset of the DMA, while DMA borrowing from the market is a liability. Day-to-day borrowing and lending largely takes the form of the issuance of Treasury bills and repo and reverse repo transactions with the DMO's commercial counterparties. These latter transactions are collateralised, usually using gilts. For this purpose the DMA holds a large gilt portfolio, a significant proportion of which was bought from the former National Investments and Loans Office (NILO) early in the life of the DMA to underpin the DMO's cash management operations.

The Debt Management Office undertakes gilt issuance operations via the DMA on behalf of the NLF. The NLF creates the gilt which is to be issued and sells it to the DMA from where it is sold on to the market. The responsibility for paying gilt coupons and redeeming debt on maturity falls to the NLF, as gilts remain the liability of the NLF. The DMA also periodically undertakes secondary market gilt transactions in relatively small volumes.

Treasury bills are issued by the DMO, and are the liabilities of the DMA, as part of its cash management operations.

To fund the DMO's market operations, the NLF made a cash advance to the DMA at its inception. Further cash advances to the DMA have been to fund the DMA's activities as they have broadened. The advance stood at £35 billion on 31 March 2002. At the end of each day, the remaining balance of the advance (less a target Bank of England balance of £200 million) is returned to the NLF as a deposit and this is the means by which the DMA balances the daily financing needs of the NLF. On 31 March this deposit was £31.0 billion. The DMA is charged interest on the advance by the NLF at a rate equal to the Bank of England repo rate. The DMA earns interest at the same rate on any daily deposit made with the NLF.

The need to extend the advance is also driven by a requirement of the Finance Act 1998, which places a cap on the borrowing of the DMA, other than from the NLF. This requires that market borrowing by the DMA (principal outstanding of any money raised, excluding money raised from the NLF) should never exceed its deposits with the Bank of England and the NLF.

Operating surpluses and deficits made annually by the DMA are an asset or liability of the NLF respectively. All or part of any DMA surplus may be paid to the NLF, which will accordingly reduce the liability of the DMA to the NLF. In the case of a deficit this may be recovered from the NLF.

If there was a cessation of the DMA with a corresponding liquidation of all balances, the NLF is entitled to the net amount realised. In such a situation the NLF will have a responsibility to meet outstanding liabilities including those relating to Treasury bills issued by the DMA.

Operating and Financial Review

Operating Results for the Period

The DMO successfully achieved its objectives for the sale of gilts specified in the annual remit set by Treasury Ministers. It also successfully achieved its objective to offset through its market operations, the expected net cash flow into or out of the NLF, on every business day, and in a cost-effective manner.

Further information on the DMO's achievements against its strategic objectives can be found in the DMO's Annual Report and Accounts 2001-2002 and its Business Plan for 2002-2003, all of which can be found on its web site at www.dmo.gov.uk.

The DMA's operations in the year ending 31 March 2002 gave rise to net interest revenue of £573 million (1999/2001: £1,072 million) and valuation deficits on market transactions and assets held of £250 million (1999/2001: gain of £77 million), producing a surplus before financing of £323 million (1999/2001: gain of £1,149 million). The retained surplus in the year, after financing, produced a deficit of £112 million (1999/2001: gain of £164 million.)

The DMO's operations as both the Government's debt manager and its cash manager take place within a policy framework that underpins the DMO's strategic objectives and an annual remit laid down by the Chancellor of the Exchequer. As far as cash management operations are concerned, although the DMO seeks to conduct its market interactions cost effectively, it also has to take into account the primary requirement to smooth the Exchequer's cash flows and to balance the NLF daily. In some circumstances this may reduce the range of available trading strategies that would be open to a commercially driven body.

There are likely to be a range of influences on the DMA's operating results in any accounting period. The size and composition of the DMA's balance sheet during the year and the maturity of the DMO's money market transactions will largely reflect the pattern of Government cash flows, rather than any trading view by the DMO. The DMA's net operating results will therefore be heavily influenced by the interaction between transactions undertaken by the DMO to smooth Government cash flows and market conditions over the course of the year. Similarly any valuation gains or losses are likely in large part to reflect the impact of external interest rate movements on the mark to market value of the DMO's holdings of gilt edged securities which are predominantly, although not exclusively, held as collateral for the DMO's cash management operations.

According to the terms of the Finance Act 1998, the DMA's retained surplus is a liability of the DMA to the National Loans Fund. All or any part of this surplus may be paid from the DMA to the NLF at a time agreed as appropriate. However, there is no requirement for a payment to be made annually and as at the date of publication no such payment had occurred.

The DMO has a statutory requirement to maintain the value of its liabilities in the market at a value lower than its cash and cash equivalents; that is, the sum of its operating bank balance at the Bank of England and its over-night deposit with the National Loans Fund. This has been monitored over the accounting period and successfully achieved. At the balance sheet date, cash and cash equivalents in the DMA exceeded market liabilities by £15.2bn.

Structure and policy on operations

The DMO is legally and constitutionally part of HM Treasury, but as an Executive Agency, it operates at arms-length from Ministers. The Chancellor of the Exchequer determines the policy and operational framework within which the DMO operates, but delegates to the Chief Executive operational decisions on debt and cash management, and day-to-day management of the Office.

The DMO receives annual remits from HM Treasury covering both its debt and cash management operations. The remits are published in the Debt and Reserves Management Report, usually issued as part of the Budget announcements each Spring. The DMO conducts its operations for the forthcoming financial year within the scope of these remits, and to meet its specified objectives and targets.

The gilts remit specifies the planned annual total of gilt sales in cash terms, the split between conventional and index-linked gilt sales and within conventional gilts the split by maturity band. The dates of scheduled outright auctions are also announced. The remit would also provide the basis for the conduct of any switch, conversion or buy-back operations in a particular year. The cash remit provides information on the planned scale of Treasury bill issuance and by maturity. The remit is expressed in terms of a planned stock of Treasury bills at the end of the financial year.

Within the framework of the remits the DMO decides the size of gilt auctions and Treasury bill tenders and choice of gilts being auctioned.

The DMO publishes Operational Notices describing how it will act in the gilts and sterling money markets – copies of these documents are available on the DMO web site at www.dmo.gov.uk

Review of operations and dynamics of the DMO's business

2001-02 was a significant year for the DMO and the sterling debt markets more generally. Economic growth slowed and interest rates fell during the year with the events of 11 September 2001 and their aftermath strongly influencing the market environment.

As a consequence of slower economic growth, the public finances deteriorated in 2001-02 relative to the previous year. In addition the financing requirement for 2001-02 reflected the absence of the windfall proceeds from the Spectrum auctions which were such a prominent feature of 2000-01.

Together these factors resulted in a significant increase in the amount of financing the DMO needed to raise, as the net financing requirement moved from a surplus of £13.2 billion in 2000-01 to a deficit of £22.3 billion in 2001-02. The DMO performed strongly in 2001-02, successfully meeting both its debt and cash management remits from HM Treasury. It realised gilt sales proceeds of £13.7 billion in 8 auctions, increased the stock of Treasury bills by £6.4 billion over the course of the year by increasing the size of its weekly tenders and it ran down its net cash position by £2.2 billion. (Note that these net government cash requirement figures cannot readily be reconciled to the DMA balance sheet reported on page 19. This is because gilt issuance, while facilitated by the DMO, remains a liability of the National Loans Fund not the DMA, and also because the DMA balance sheet positions include some intra-government transactions that do not form part of the government's net cash requirement.)

During 2001-02 the DMO also expanded its range of services; it worked with National Savings & Investments¹ (NS&I) on their first equitylinked product, the Guaranteed Equity Bond.

Developments subsequent to 31st March 2002

The DMO has taken forward a number of projects with other Government departments utilising the specialist financial market knowledge it has acquired in carrying out its debt and Exchequer cash management responsibilities;

¹ Formerly National Savings.

On 13 February 2002 the former Department for Transport, Local Government and the Regions (DTLR) announced that the DMO was to provide a facility through the Debt Management Account, through which local authorities can deposit short-term cash surpluses. The scheme is known as the DMA Deposit Facility (DMADF). This scheme involving a limited number of local authorities started in April 2002, the demand for and feasibility of an expanded scheme will be assessed. The DMO will pay a market-related return for deposits as part of its existing cash management operations.

Risk Management

DMO's Approach to Managing Risk

The DMO attaches a high priority to risk management. It has developed a set of policies to limit its exposure to risk in the achievement of its objectives. The DMO's position differs from that of a commercial organisation in that it must always be in a position to transact the underlying business required to meet its remit, although it will seek to minimise risk in doing so. Implementation of these policies is the responsibility of the Chief Executive as the Accounting Officer of the DMA. In this role he is assisted by functional teams and committees composed of members with the necessary experience and expertise to identify and evaluate the risks in question.

The main committees are:

Credit and Risk Committee

The committee defines the DMA's approach to the management of risk by setting policies that maintain a balance between risk appetite and business requirements. The remit of the DMO Credit and Risk Committee includes assessment of a broad range of risk areas.

Audit Committee

Chaired by a non-executive director, this committee meets on a quarterly basis to review the adequacy of the DMO's management of risk and internal controls. It also reviews the internal audit programme and examines completed internal and external audit reports. It considers their major findings and ensures that recommendations are implemented where necessary. The Audit Committee also considers whether management has established adequate arrangements to comply with regulatory and financial reporting requirements, and operational best practices where appropriate. To this end the Audit Committee also examines completed compliance monitoring reports.

Managing Committee

This committee meets weekly to consider strategic and operational issues, taking advice as necessary from an Advisory Board composed of senior managers and non-executive directors. The Committee reviews periodically the DMO's strategic and operational risks, along with the policies for their effective management. Heads of business units report regularly to the Managing Committee on risk management issues in their areas.

Responsibility for day-to-day control is delegated to the business units to ensure that good risk management practices are embedded throughout the business. The business units are supported by a number of functions that ensure that senior managers and the DMO's key operational committees have appropriate information to fully understand the risks concerned; and to demonstrate that they are properly measured and prudently managed.

The main functions in this context are:

Risk Management Unit

This unit provides a capability for the management of market and operational risk, and its reporting; and also for preparation of legal agreements with counterparties.

Internal Audit Function

This function provides a full internal audit service including control systems advice as required, and audit reports on the adequacy and effectiveness of the DMO's internal controls and where applicable recommendations for improvement.

Compliance Function

This function reviews key operations to assess the extent of compliance with plans, policies, procedures and legislation. The compliance reviews in the period have been focussed on scheduled debt and cash management operations, in particular Treasury bill tenders and gilt auctions.

Further details of the DMO's risk management processes are given in the Statement on Internal Control on page 14.

Objectives and Policies for Holding and Issuing Financial Instruments

Debt Management Operations

"to carry out the Government's debt management policy of minimising financing costs over the longer term, taking account of risk"

As the Government's debt manager, a key role of the DMO is as an issuer of gilt-edged securities. Gilts are issued on behalf of the Government. Although they are issued by the DMO, thereby passing through the DMA, they remain a liability of the NLF.

In its aim to reduce financing costs over the longer run, the Government seeks to minimise the net present value of its debt rather than the debt interest bill in the current year. The long-term nature of many debt instruments and the importance of an issuer's relationship with the debt markets require the Government to take debt management decisions with a longer-term perspective.

The reference to risk in the Government's debt management policy means that it tries not only to choose a strategy that minimises the expected average debt cost over the longer term, but tries also to ensure that the chosen one is robust against different economic outturns.

The main way in which the Government influences the composition of its debt portfolio is through the strategy of new issuance that it adopts each year. This sets the proportions of index-linked and conventional gilts and the pattern of issuance across different maturities. Except where there is a clear institutional preference, the Government is rarely in a position to know for certain that issuing one sort of gilt will prove cheaper than another. Therefore, the preferred strategy is to structure new issuance so that the debt portfolio will not expose Government to sharp fluctuations in its financing requirement and debt servicing costs under a range of possible economic outturns. As a consequence the portfolio has a mix of conventional and index-linked debt, as well as a diversity of maturities.

DMO advises HM Treasury to assist in its selection of an appropriate debt issuance strategy in its annual remit.

In addition to issuance, the DMO undertakes gilt transactions in the secondary market with the Gilt Edged Market Makers (GEMMs). Under an agreement with the DMO, the GEMMs provide a secondary market in all gilts and are the primary point of access for investors to the DMO's gilt auctions.

Cash Management Operations

"to manage the aggregate cash needs of the Exchequer in the most cost effective way"

The cash management remit set by HM Treasury specifies that the DMO's main objective in cash management is to offset, through its market operations, the expected cash flow into or out of the NLF on every business day. It is to do this in a cost-effective way balancing cost and risk in its strategies and without influencing the level of short-term interest rates.

The remit specifies that the DMO is to carry out its cash management objectives primarily by a combination of the following activities:

- Regular weekly Treasury bill tenders;
- Bilateral dealing with DMO counterparties;
- Ad hoc tenders of Treasury bills (and repo or reverse repo transactions).

To date DMO has principally used the Treasury bill and secured markets to effect both long- and short-term Exchequer cash operations.

Over the course of the reporting period the DMO expanded the range of financial instruments, adding foreign currency denominated Certificates of Deposit and Commercial Paper to its portfolio of short-term holdings.

Specific Risks

Market Risk: Management of market risk by the DMO takes account of the underlying objective for acquiring or holding the asset or liability position. The DMO is exposed to fluctuations in the market price of its holdings of securities over the short term. However, the DMO intends to hold to maturity, or over the long term, most of its holdings of securities. Where this is the case the DMO attaches a relatively low priority to containing this risk in the short-term where to do so would incur hedging costs. In other cases, the DMO's risk strategy takes account of the fact that some risk management actions may be inconsistent with the DMO's underlying objective, such as for example the promotion of an efficient and liquid market.

In addition, significant gains or losses will generally not be realised as a result of the DMO's dealing operations. This is because – as required under the statutory terms of its establishment – the DMA operates with a large proportion of its balance sheet assets represented by an over-night deposit with the NLF, thereby greatly reducing liquidity risk. Additionally, the risk of the DMA being unable to meet its liabilities as they fall due is strongly mitigated by the relationship between the DMA and the NLF, which allows at short notice for a further advance from the NLF to be drawn as operational activities require.

The DMO calculates interest rate sensitivity measures across its entire portfolio of financial instruments. In addition it regularly scenario tests relevant parts of the portfolio. At present the DMO does not undertake daily value at risk analysis of its portfolio. The DMO is currently developing its capability to apply a wider range of measures and analysis, and expects to have implemented daily value at risk measurement by the summer of 2003.

The interest rate profile of all DMA assets and liabilities on 31 March 2001 is stated in the table below. (Items are allocated to time bands by reference to the earlier of the next interest rate repricing date and maturity date. Note that, for completeness, accrual items have been included in the analysis by reference to the next cash flow stemming from the asset or liability to which they relate.)

Interest Rate Profile

Year ending 31 March 2002	0-3 months	3-6 months	6-9 months	9-12 months	1-5 years	Over 5 years	Non rate items	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Assets								
Cash and balances at central banks Items in the course of collection Loans and advances Debt securities Other assets: prepayments and accrued income	142 1,722 7,193 3,086 231	- - 426 25	- - 69 -	- - - -	- - 3,366 -	_ _ 3,901 _		142 1,722 7,193 10,848 256
	12,374	451	69	-	3,366	3,901	-	20,161
Liabilities								
Items in the course of transmission	(79)	_	_	_	_	_	_	(79)
Deposits	(2,284)	-	-	_	_	-	-	(2,284)
Treasury and other bills	(13,666)	-	-	-	-	-	-	(13,666)
Other liabilities: accruals and deferred income	(121)	_	-	_	_	-	-	(121)
National Loans Fund – net financing	(3,959)	_	_	_	_	_	_	(3,959)
National Loans Fund – DMA surplus	(07000)	-	-	-	_	-	(52)	(52)
	(20,109)	-	-	-	_	-	(52)	(20,161)
Interest rate sensitivity gap	(7,735)	451	69	_	3,366	3,901	(52)	
	0-3 months £m	3-6 months £m	6-9 months £m	9-12 months £m	1-5 years £m	Over 5 years £m	All Periods £m	
Cumulative gap (£m)	(7,735)	(7,284)	(7,215)	(7,215)	(3,849)	52	_	

Active markets exist for the debt securities in the chart (gilts, Treasury bills, certificates of deposit and commercial paper) except for a small proportion of the DMO's gilt holdings represented by "rump" stocks and intergovernmental bonds. Rumps are specific gilts in which the DMO will be prepared to make a price if requested, but in which, because of the small nominal value outstanding, GEMMs are not required to make a market.

Derivatives and Hedging: The DMA contains derivatives for hedging equity index risk and foreign currency risk.

Foreign Currencies: The DMA held dollar and euro commercial paper and certificates of deposit in the period. For each position the foreign currency risk of holding the security was hedged by perfectly matching its foreign currency cash flows with forward foreign exchange contracts agreed in parallel with the security purchase. Both the underlying security and the foreign exchange contract hedges are reported at market value in the accounts.

Euro denominated government and supranational bonds were used as collateral for a significant proportion of the reverse repo lending to counterparties in the accounting period. The DMO's daily collateral margining operations include management of exposures resulting from changes in euro-sterling exchange rates.

Guaranteed Equity Bond: The DMA held one equity derivative hedge in the period. This hedges an equity index exposure to government but one that is external to the DMA. National Savings & Investments began issuing guaranteed equity bonds in March 2002 working in association with the DMO who hedged the equity index exposure.

The equity derivative hedge comprises two simple forward derivatives that address the risk features of the position being hedged – equity index risk and interest rate risk – and are both reported at market value. As at the balance sheet date the derivative represented a net liability with a market value of \pounds 243,000.

Because only the derivative is held in the DMA and not the underlying position being hedged, when viewed in isolation the DMA is exposed to equity index risk and interest rate risk over the life of the derivative as though the bond was held speculatively. But in a consolidated government view the exposure to equity index risk is negated.

Accounting policies

The accounts of the DMA for the period are drawn up on a UK GAAP basis as far as appropriate, to reflect best accounting practice in reporting on the DMA's activities. The accounts primarily reflect the results of transactions in activities that are carried out in ways and for purposes (though without an overall aim to make a profit) that make them comparable to those of a banking entity.

Accordingly, accounting requirements for banking entities form the basis of the DMA's Accounts Direction (page 29) and are reflected in its accounting policies (page 21 to 22). The effect is that, for example, securities held for trading purposes are marked to market and the related unrealised gains and losses are recognised as income and expenditure in the period.

Preparation of the Accounts

The accounts have been prepared in accordance with a direction given by HM Treasury in pursuance of Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998). The text of the direction is reproduced on page 29 of this document. The accounts and supporting notes relating to the Debt Management Account for the period from 1 April 2001 to 31 March 2002 have been audited by the Comptroller and Auditor General.

MIKE WILLIAMS Chief Executive and DMA Accounting Officer 29 November 2002

Statement of Accounting Officer's Responsibilities

Under Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998) the Treasury has directed the DMO to prepare a statement of the Debt Management Account for each period in the form and on the basis set out in the accounts direction on page 29 of these financial statements. The accounts are prepared on an accrual basis and must give a true and fair view of the operations of the Debt Management Account at the year-end and of its income and expenditure, total recognised gains and losses and cash flows for the financial year.

In preparing accounts the agency is required to:

- observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards have been followed, and disclose and explain any material departures in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the account will continue in operation.

The Accounting Officer of HM Treasury has designated the Chief Executive of the Debt Management Office as the Accounting Officer for the Debt Management Account. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances and for the keeping of proper records, are set out in the Accounting Officers' Memorandum, issued by HM Treasury and published in "Government Accounting".

MIKE WILLIAMS Chief Executive and DMA Accounting Officer 29 November 2002

Statement on Internal Control

As Accounting Officer, I have responsibility for maintaining a sound system of internal control that supports the achievement of the UK Debt Management Office's targets, policies and objectives set by Treasury Ministers, whilst safeguarding the public funds and agency's assets for which I am personally responsible, in accordance with the responsibilities assigned to me in "Government Accounting".

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve targets, policies and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal risks to the achievement of the Office's targets, policies and objectives, to evaluate the nature of and extent of those risks and to manage them efficiently, effectively and economically. This process, which is continuing to evolve, has been operational from October 2000 and accords with Treasury guidance. As Accounting Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. The Office has established the following processes:

- 1. A robust corporate governance management structure comprising:
 - An Advisory Board which meets monthly to consider the plans and strategic direction of the DMO;
 - A Managing Committee which meets weekly to consider strategic and operational issues, referring key issues to the Advisory Board where necessary;
 - Cash Strategy, Debt Strategy, Investment, and Credit and Risk Committees;
 - An Audit Committee, chaired by a non-executive director, which meets on a quarterly basis to review the adequacy of the DMO's management of risk and internal controls.
- 2. Establishment of business objectives supported by regular review of business priorities and targets. Work is continuing to develop and refine performance indicators and monitoring capabilities.
- 3. An internal audit function complying with the standards of the Government Internal Audit Manual. Audit reports are produced providing an opinion on the adequacy and effectiveness of the DMO's internal control systems and where applicable contain recommendations for improvement.
- 4. A compliance function that reviews key operations to assess the extent of compliance with plans, policies, procedures, and legislation.
- 5. Procedure and control manuals covering the DMO's key operational activities, including all market operations, have been fully reviewed and updated in the year. Work continues to expand full coverage to all support operations.
- 6. A risk management function provides control advice on risks throughout the DMO. In the DMO's management reporting structure the risk management unit is separate and independent of the DMO's trading operations. The risk management function also conducts risk analysis and provides an operational, market and credit risk capability for the DMO.
- 7. Presentations have been held with all staff on the DMO's risk management framework. Individual job descriptions continue to include key risks.
- 8. Heads of business units assess regularly whether risks to their operations are being managed effectively. This includes highlighting new risks or risks where there is an increased likelihood of occurrence, and specifies actions required to ensure all risks will be effectively managed. This process is supported by the maintenance of exception logs, which identify control weaknesses and resultant actions to improve controls. Reports are monitored by the risk management function. Key risks and exceptions are documented in a regular report for Managing Committee.
- 9. Risk workshops have been held with all business units to ensure that key operational risks have been identified, together with an assessment of the adequacy of controls in place to manage these risks. The resultant risk registers will be integrated into the risk reporting structure in the coming year to further strengthen the regular assessment of the adequacy and effectiveness of controls. A high level risk and controls register has also been produced by senior management.

- 10. A mechanism for approving and prioritising the DMO's programme of projects enables tracking and regular review of progress by Managing Committee. Improved controls are being introduced progressively at individual project level and further enhancements will continue to be made for managing projects.
- 11. Business continuity plans, including a disaster recovery site and other arrangements, have been updated and tested and will be developed further in the coming year.
- 12. At present the DMO does not undertake daily value at risk analysis of its portfolio. The DMO is currently developing its capability to apply a wider range of measures and analysis, and expects to have implemented daily value at risk measurement by the summer of 2003.

My review of the effectiveness of the system of internal control is informed by the development and maintenance of the internal control framework by management within the DMO, the work of the DMO's internal audit team, and comments made by the external auditors in their management letter and other reports.

MIKE WILLIAMS Chief Executive and DMA Accounting Officer 29 November 2002

The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament

I certify that I have audited the financial statements on pages 18 to 20 under Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998). These financial statements have been prepared under the historical cost convention as modified by the revaluation of certain investments and the accounting policies set out on pages 21 to 22.

Respective responsibilities of the Agency, Chief Executive and Auditor

As described on page 13, the Agency and Chief Executive are responsible for the preparation of the financial statements in accordance with Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998) and Treasury directions made thereunder and for ensuring the regularity of financial transactions. The Agency and Chief Executive are also responsible for the preparation of the other contents of the Report. My responsibilities, as independent auditor, are established by statute and guided by the Auditing Practices Board and the auditing profession's ethical guidance.

I report my opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998) and Treasury directions made thereunder, and whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. I also report if, in my opinion, the Foreword is not consistent with the financial statements, if the Agency has not kept proper accounting records, or if I have not received all the information and explanations I require for my audit.

I read the other information contained in the report and consider whether it is consistent with the audited financial statements. I consider the implications for my certificate if I become aware of any apparent misstatements or material inconsistencies with the financial statements.

I review whether the statement on pages 14 and 15 reflects the Agency's compliance with Treasury's guidance 'Corporate governance: statement on internal control'. I report if it does not meet the requirements specified by Treasury, or if the statement is misleading or inconsistent with other information I am aware of from my audit of the financial statements.

Basis of Opinion

I conducted my audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Agency and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by error, or by fraud or other irregularity and that, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I have also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In my opinion:

- the financial statements give a true and fair view of the state of affairs of the Debt Management Account at 31 March 2002 and of the deficit and cash flows for the year then ended and have been properly prepared in accordance with Schedule 5A of the National Loans Act 1968 (as amended by the Finance Act 1998) and directions made thereunder by Treasury; and
- in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

I have no observations to make on these financial statements.

John Bourn Comptroller and Auditor General 2 December 2002 National Audit Office 157-197 Buckingham Palace Road LONDON SW1W 9SP

Income and Expenditure Account

For the year ended 31 March 2002

		2001-2002	1999-2001*
	Note	£m	£m
Interest receivable	2	1,052	1,730
Interest payable	3	(479)	(658)
Net interest revenue	5	573	1,072
Dealing profits	4	(250)	77
Operating surplus/(deficit)		323	1,149
Net interest payable to NLF	14b	(435)	(985)
RETAINED SURPLUS/(DEFICIT)	12	(112)	164

All income and expenditure arose from continuing operations.

No separate statement of total recognised gains and losses has been prepared, as there are no recognised gains or losses other than those included in the statement above.

* The first debt management account covered the period from 15 Nov 1999 to 31 March 2001.

The notes on pages 21 to 28 form part of these accounts

Balance Sheet

As at 31 March 2002			
	Note	2002	2001
ASSETS		£m	£m
Cash and balances at the Bank of England	14d	142	446
Items in the course of collection		1,722	597
Loans and advances	8	7,193	12,589
Debt securities	9	10,848	9,966
Other assets: prepayments and accrued income	6	256	460
TOTAL ASSETS		20,161	24,058
LIABILITIES			
Items in the course of transmission		79	120
Deposits	10	2,284	3,013
Debt securities in issue	11	13,666	8,096
Other liabilities: accruals and deferred income	7	121	224
National Loans Funds – net financing	13	3,959	12,441
National Loans Funds – DMA surplus	12	52	164
TOTAL LIABILITIES		20,161	24,058

The notes on pages 21 to 28 form part of these accounts.

Mike Williams Chief Executive and Agency Accounting Officer

Cash Flow Statement

For the year ended 31 March 2002

	Note	2001-2002 £m	1999-2001* £m
Net cash flow from operating activities	14a	8,613	(11,010)
Returns on investment and servicing of finance	14b	(435)	(985)
Net cash flow before financing		8,178	(11,995)
Financing	14c	(8,482)	12,441
Increase / (decrease) in cash	14d	(304)	446

* The first debt management account covered the period from 15 Nov 1999 to 31 March 2001.

The notes on pages 21 to 28 form part of these accounts.

Notes to the Accounts for period ended 31 March 2002

1. Accounting Policies

(i) Accounting convention

The accounts have been prepared under the historical cost convention modified by the inclusion of certain investments at valuation. The DMA's financial statements have been prepared in accordance with the DMA accounts direction as issued by HM Treasury. Although the DMA's financial statements are not subject to the requirements of the Companies Acts, and are not technically those of a bank, they have also been prepared in accordance with the provisions of Schedule 9 of the Companies Act 1985 where relevant, and in accordance with applicable Accounting Standards and Statements of Recommended Practice in so far as they are appropriate to the DMA.

(ii) Valuation of securities (treasury bills, gilts and other debt securities)

All securities held by the DMA are included in the balance sheet at their market value.

Treasury bills issued by the DMA are included in the balance sheet at their issue price as adjusted to take account of the amount of discount amortised on these securities as at the balance sheet date.

(iii) Sale and repurchase transactions (repos and reverse repos)

Securities, which have been sold with an agreement to repurchase (repo), continue to be shown on the balance sheet and the sale proceeds recorded as a deposit. Securities acquired in reverse sale and repurchase transactions are not recognised in the balance sheet and their 'purchase' price is treated as a loan receivable. The difference between the sale price and repurchase price is accrued evenly over the life of the transaction and charged or credited to the operating statement as interest payable or receivable.

(iv) Gains and losses on trading operations

Gains and losses on trading activities are calculated as the difference between sale proceeds (net of interest) being applied against the cost of each stock. Transaction related costs are not applied to recognised gains and losses on trading as these are accounted for separately through the DMO's agency accounts.

(v) Income recognition

Income is recognised within the accounts on the following basis:

- Realised gains and losses on trading activities are taken to the operating statement in the period in which they arise.
- Gains and losses arising on the repurchase or early settlement of DMA issued Treasury bills are recognised in the operating statement in the period during which the repurchase or early settlement is made.
- Valuation gains and losses on dealing securities are treated on par with realised gains and losses arising and are recognised through the operating statement as part of dealing profits (losses) and included within the carrying value of those securities.

(vi) Administration expenditure

The accounts reflect the activity through, and the financial position of, the DMA. The DMA primarily represents a fund through which the DMO's cash and debt management operational trading activities pass. Administration and staffing costs together with direct trading related costs such as auction costs and stock exchange listing fees are not accounted for through the accounts of the DMA, but instead are shown in the DMO's agency accounts which are audited and published separately. On this basis the DMA's operating statement only shows stock related gains, deficits and other movements, and associated costs of financing.

(vii) Funding related costs

Funding provided by the National Loans Fund (NLF 'advance') to the DMA is subject to a cost of capital charge. The interest rate applied on the outstanding advance from the NLF is based on the Bank of England's repo rate. The interest rate applied to the DMA's deposit with the NLF is also based on this repo rate.

(viii) Income and Expenditure Account

The format of the Income and Expenditure Account has been enhanced to disclose separately net interest payable to the NLF. This has been done to reflect the financing nature of these payments. The prior figures have been restated accordingly.

2. Interest Receivable

	2001-02 £m	1999-2001 £m
Debt securities		
 – Gilt-edged securities 	483	576
– Other securities	146	41
	629	617
Reverse sale and repurchase transactions	408	1,099
Interest received on deposits	15	14
	1,052	1,730

3. Interest payable

	2001-02 £m	1999-2001 £m
Discounts on issue of Treasury bills	359	350
Sale and repurchase transactions (repos) Interest payable on deposits Other interest	112 8 -	303 2 3
	479	658

4. Dealing Profits

All material dealing profits in the period are from gilt-edged securities

5. Segmental Analysis of Net Interest Revenue

Year ending 31 March 2002	TOTAL	Asset Management	Cash Management	Debt Management	Interbook Trading
	£m	fm	fm	fm	fm
Debt securities	629	137	465	27	_
Reverse sale and repurchase transactions	408	180	228	-	_
Deposits given	15	10	11	_	(6)
TOTAL INTEREST RECEIVABLE	1,052	327	704	27	(6)
Discounts on issue of Treasury Bills	(359)	_	(359)	_	_
Sale and repurchase transactions	(112)	_	(112)	_	_
Deposits taken	(8)	(1)	(13)	_	6
TOTAL INTEREST PAYABLE	(479)	(1)	(484)	-	6
NET INTEREST REVENUE	573	326	220	27	-

6. Other Assets: Prepayments and accrued income

	2002 £m	2001 £m
Accrued coupon interest	137	142
Accrued interest on NLF deposit	102	137
Accrued interest on reverse repo	16	180
Accrued interest on bank deposit	1	1
	256	460

7. Other Liabilities: Accruals and deferred income

	2002 £m	2001 £m
Accrued interest – repos	2	9
Accrued interest – NLF advance	119	215
	121	224

8. Loans and advances

Loans and advances – remaining maturity	2002 £m	2001 £m
3 months or less	7,193	10,988
1 year or less but over 3 months	-	1,601
	7,193	12,589

All loans are secured with government and supranational securities under sale and repurchase agreements.

9. Analysis of Debt Securities

9a. Debt securities (at market value)	2002 £m	2001 £m
British government securities – gilts	7,877	7,363
Other securities	2,971	2,603
	10,848	9,966

The market value of other securities disclosed above includes an equity derivative to hedge the Exchequers' exposure to equity index and interest rate risk resulting from the launch of the Guaranteed Equity Bond by National Savings & Investments.

Other securities also include foreign denominated commercial paper. Foreign currency risk associated with the holding of foreign denominated securities is fully hedged through forward foreign exchange contracts. These forward contracts are included in the market values disclosed above.

9b. Debt securities (maturity analysis)	Nominal £m	Market Value £m
In not more than 3 months	3,108	3,086
In more than 3 months but not more than 1 year	486	495
In more than 1 year but not more than 5 years	2,998	3,366
Over 5 years	3,274	3,901
	9,866	10,848

10. Deposits

All deposits at the 31 March 2002 totalling £2,284m (31 March 2001 : £3,013m) related to repo transactions secured by marketable securities. All deposits by banks had a maturity of 3 months or less, but none were repayable on demand.

Securities that have been 'sold' with an agreement to repurchase (repo) continue to be shown within stock totals.

The market value of securities used to secure the deposits was £2,258m (nominal value £2,061m) at the balance sheet date.

11. Debt securities in issue

	2002 £m	2001 £m
Treasury bills	(13,666)	(8,096)

The market value of Treasury bills held was £13,662m (£8,093m in 1999-2001). All Treasury bills in issue had a remaining maturity of 3 months or less.

12. National Loans Fund – DMA Surplus

	2002 £m	2001 £m
As at 31 March 2001 Retained surplus/deficit in period Amount paid to NLF	164 (112) -	_ 164 _
As at 31 March 2002	52	164

DMA operating surpluses and deficits are an asset or liability of the NLF respectively. All or part of any DMA surplus created may be paid to the NLF, which accordingly reduces the liability of the DMA to the NLF.

13. NLF Advance and Deposit

	NLF Deposit £m	NLF Advance £m	Net NLF Financing £m
Net position as at 31 March 2001	22,559	(35,000)	(12,441)
Advance from NLF to DMA Repayments of NLF advance by DMA	-	-	-
Net Change in DMA Deposit with NLF	8,482	_	8,482
Balance carried forward at 31 March 2002	31,041	(35,000)	(3,959)

14. Analysis of Cash Flow

14a. Reconciliation of Operating Profit to Net Cash Flow from Operating Activities

	2001-02 £m	1999-2001 £m
Operating surplus	323	1,149
Increase / (Decrease) in prepayments and accrued income Increase / (Decrease) in accruals and deferred income Increase / (Decrease) in items in the course of transmission Increase / (Decrease) in items in the course of collection Increase / (Decrease) in debt securities Increase / (Decrease) in loans and advances Increase / (Decrease) in deposits Increase / (Decrease) in treasury bills in issue	204 (103) (41) (1,125) (882) 5,396 (729) 5,570	(460) 224 120 (597) (9,966) (12,589) 3,013 8,096
Net cash flow from operating activities	8,613	(11,010)
14b. Return on investment and servicing of finance Interest on NLF advance Interest on NLF deposit	(1,631) 1,196	(2,453) 1,468
	(435)	(985)
14c. Financing		(25,000)
Net increase in advance from the NLF Net increase in deposit with the NLF	8,482	(35,000) 22,559
	8,482	(12,441)

14d. Analysis of cash balances	2002	Cash flow	2001
	£m	£m	£m
Cash and balances at the Bank of England	142	(304)	446

15. Related party transactions

(i) HM Treasury

The DMO is an Executive Agency of HM Treasury; activities through the DMA therefore are undertaken on behalf of HM Treasury. HM Treasury and the DMO are therefore related parties.

The main services provided to HM Treasury during the year were:

- Debt management, including the management of auctions and taps for the issue of gilt edged securities on behalf of the National Loans Fund and market making operations.
- Cash management, including responsibility for the issue and redemption of Treasury bills.

The buying and selling of non-marketable NILO stocks on behalf of the Commissioners for the Reduction of the National Debt regarding their management of National Debt Office funds.

In turn HM Treasury has provided the following services to the DMO, which have been funded through the HM Treasury vote relating to DMO administration expenditure, and accounted through the DMO Agency accounts;

Payroll, purchasing and various administrative services.

(ii) Bank of England

The DMO relies upon the Bank of England's settlement system for the processing of settlement amounts on trading activity and the maintenance of the DMA's bank accounts.

(iii) National Savings & Investments

National Savings & Investments began issuing guaranteed equity bonds in March 2002 in association with the DMO who hedged the equity index and interest rate exposure.

(iv) DMO Managing Committee and Senior Managers

None of the Managing Committee members, senior managers or other related parties has undertaken any transactions with the DMO during the year.

Accounts Direction given by HM Treasury under the National Loans Act 1968

- 1. The Treasury shall prepare accounts for the Debt Management Account ("the Account") for the period ending 31 March 2001 and each subsequent financial year comprising:
 - (a) A foreword
 - (b) A statement of Accounting Officer's responsibilities
 - (c) A statement on the system of internal financial control²
 - (d) An income and expenditure account
 - (e) A statement of total recognised gains and losses
 - (f) A balance sheet
 - (g) A cash flow statement
 - (h) Notes to the accounts
- 2. The accounts shall give a true and fair view of the state of affairs of the Account at the balance sheet date and of its income and expenditure, total recognised gains and losses and cash flows for the year then ended. The accounts shall be prepared under the historical cost convention modified to include certain investments at valuation and in accordance with applicable accounting standards and where appropriate, although not subject to the Companies Act and technically not being the accounts of a bank, the special provisions of Schedule 9 of the Companies Act 1985 relating to banking companies and the Statements of Recommended Practice issued by the British Bankers' Association and the Irish Bankers' Federation.
- 3. The accounts shall also be consistent with relevant requirements of the Resource Accounting Manual, except to the extent set out in Appendix A and shall meet the extra information requirements set out in Appendix B.
- 4. This Accounts Direction shall be reproduced as an Appendix to the Accounts.

David Loweth Head of Central Accountancy Team HM Treasury 11 December 2001

2 From 2001-02, a statement on the system of internal control.

Appendix A

APPLICATION OF THE RESOURCE ACCOUNTING MANUAL

Background

- The Debt Management Account reflects activity that more closely resembles that of a bank than that of an entity covered by the Resource Accounting Manual (RAM). Accordingly, an income and expenditure account shall be prepared instead of Schedule 2, the operating cost statement, and both it and the balance sheet shall be prepared in the same format as those required by Schedule 9 of the Companies Act 1985. Schedule 1 – Summary of Resource Outturn, and Schedule 5 – Resources by Departmental Aim and Objective, are also not relevant.
- 2. In other respects, the accounts shall be consistent with relevant requirements of the RAM except in so far as is necessary to reflect the special requirements stated below.

Income and expenditure account

3. Segmental information shall be given where appropriate, including of separate classes of business.

Balance sheet

- 4. Subject to paragraphs 6 to 8 below, investments shall be valued at market price or at an appropriate estimate of market or fair value.
- 5. Interests in securities maintained for the purposes of hedging shall be carried at a value that properly reflects the hedge.
- 6. Investment securities, being securities held for use on a continuing basis in the activities in the Account, shall be carried at cost as adjusted for:
 - a. the amortisation of the premium or discount representing the premium or discount between cost and the redemption proceeds, for redeemable securities;
 - b. any diminution in their value that is expected to be other than temporary;
 - c. translation differences where the investment securities are denominated in foreign currencies.
- 7. Advances and loans shall be carried at cost less appropriate provision for doubtful debts.
- 8. All movements in values of investments shall be reflected in the income and expenditure account, including translation differences arising in relation to investment securities denominated in foreign currencies.

Cash Flow Statement

9. The return on investments and servicing of finance will form a separate line in the cash flow statement.

Appendix B

EXTRA INFORMATION REQUIRED TO BE DISCLOSED

1. In addition to meeting appropriate requirements of the Companies Act, the banking SORPs and the Resource Accounting Manual, the following extra information shall be disclosed, including in order to facilitate the preparation and consistency of Whole of Government Accounts.

Foreword

- 2. The foreword shall include:
 - a. A brief history of the Account, and its statutory background;
 - b. An outline of the scope of the Account, its status in relation to HM Treasury and other central funds, and its management arrangements;
 - c. An operating and financial review;
 - i) meeting relevant requirements of the Accounting Standards Board's Statement and the narrative disclosure requirements of FRS 13, "Derivatives and other financial instruments disclosures" for banks and similar institutions; and
 - ii) including appropriate information on financial performance and position reflecting the relationship between the Account and other relevant central funds, and information on targets set by HM Treasury and their achievement.

Notes to the accounts

- 3. The notes to the accounts shall include the following:
 - a. Analyses of assets, between fixed and current assets;
 - b. Analyses of debtors and creditors, between those falling due within and after one year;
 - c. Where not separately disclosed on the face of the income and expenditure accounts, analyses of income and expenditure giving totals for the following;
 - i) Interest receivable and similar income
 - ii) Interest payable and similar charges
 - iii) Other operating income, including income derived from the provision of services
 - iv) Operating costs
 - d. Disclosure of income and expenditure, and assets and liabilities, relating to other central government funds, including the National Loans Fund, including analyses by funding purpose;
 - e. Disclosures meeting the requirements of FRS 13, "Derivatives and other financial instruments disclosures" as applying to banks and similar institutions, including numerical disclosures about interest risk, currency risk, fair values, and financial instruments used for trading (including information on the market price risk of the trading book).

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