



Government
Actuary's
Department

Appointment brief

Appointment of Government Actuary

April 2023

Reference: QBIJA



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Welcome letter

Dear Candidate,

Thank you for your interest in the Government Actuary position at the Government Actuary's Department (GAD). The GAD is dedicated to providing specialist actuarial and analytical services to Government departments and public sector bodies.

Established in 1919 as a means of co-locating the expertise of actuaries in one place within government, the GAD provides over £20 million of services on a not-for profit consulting basis across a range of domains covering pensions, social security, insurance, investment and risk.

Throughout its history GAD's focus has shifted in response to client demand. Today, the GAD are as likely to advise on risks such as clinical negligence, sovereign disasters and those related to the coronavirus as on the more traditional areas such as pensions. Many of these risks occupy high-profile positions on the government's balance sheet.

Being flexible and fit for a future where expert analysis is in greater demand but the lines of professional expertise are becoming increasingly blurred requires us to be not only clear and forward-thinking in our development but also uncompromising in our delivery of value for money today.

The Government Actuary is not only the principal actuarial adviser to the Government, but also acts as the CEO of the GAD, responsible for the day to day running of the department, including the corporate functions. You will be leading an organisation which operates across the public sector and will therefore need to be able to manage the different leadership and technical aspects of the role.

If you have the skills and experience we are looking for to be the GAD's most senior leader, a leader within the actuarial profession, and are able to help GAD continue to develop its important contribution to the stewardship of public sector finances, then we look forward to hearing from you and wish you every success with your application.

Beth Russell (Second Permanent Secretary to the Treasury)
Les Philpott (Chair of the GAD Management Board)



About the Government's Actuary Department

The Government Actuary's Department (GAD) was established in June 1919 in response to the landmark 1918 report of the Machinery of Government Committee, led by Lord Haldane, which included in its report a proposal for an actuarial department.

At the time, HM Treasury stated that GAD "is in a position to deal with all actuarial questions on which advice may be required from time to time by departments. Such questions should accordingly be referred in future to that Department, and in no case should outside actuaries be engaged, or consulted with a view to their employment, without prior sanction of this Board."

GAD's mission statement is to improve the stewardship of public sector finances by supporting effective decision-making and robust financial reporting through actuarial analysis, modelling and advice.

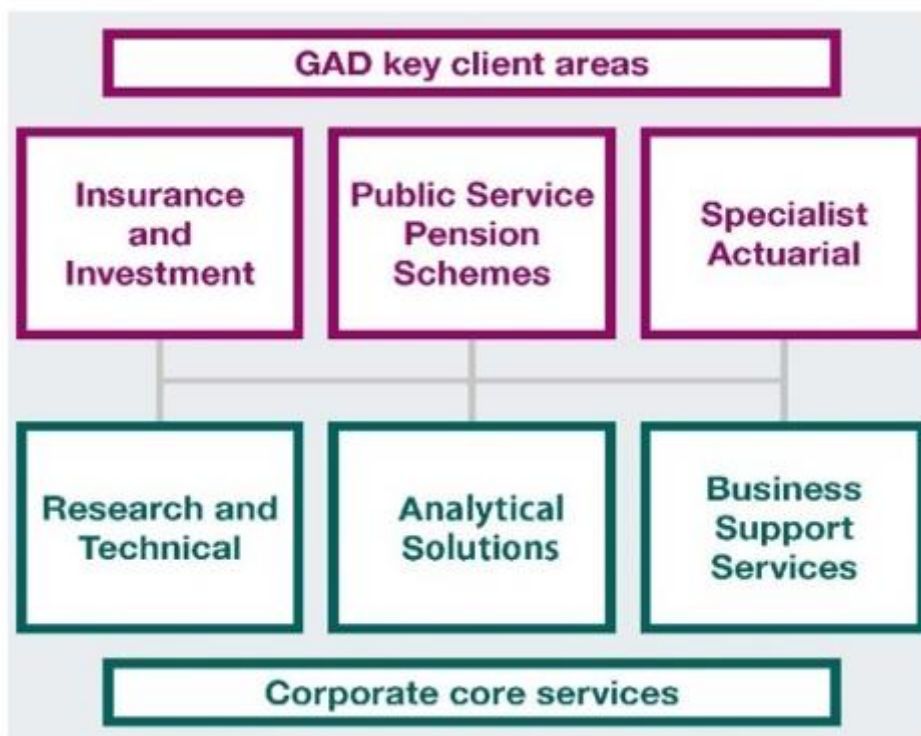
The Department applies the actuarial profession's technical skills, consultancy discipline, high standards of professionalism and industry sector knowledge to solve financial challenges faced by the UK public sector. It is part of the Analysis Function in government, a representative grouping of some 30,000 government analysts from several diverse professions.



The Department's Management Board, chaired by a non-executive member and comprising of non-executive and GAD Directors, supports the Government Actuary in the individuals' overall leadership and management of the Department. GAD's strategic vision for 2025 is to:

- make a difference: its work improves outcomes for the public and helps the government achieve its objectives
- partner effectively with clients: it proactively helps clients where it can add value and deliver innovative, cost-effective solutions to a wide range of issues
- be seen as a great place to work: it provides fulfilling careers for all its people
- be recognised for its value: it is recognised and respected throughout the public sector as a trusted expert in the fields of financial risk analysis and modelling.

GAD's work has grown and diversified in recent years. The department is organised into three key client areas reflecting the domains in which government actuaries are engaged together with core corporate services that provide analytic, technical and business support to the client areas.



Insurance and Investment (20% by income in 2021-22): Advising on insurance, risk transfer, investment and providing model quality assurance. Key clients include Department for Education, NHS Resolution, UK Government Investments, the Pensions Regulator and Foreign, Commonwealth and Development Office.

Public Service Pensions (49%): Actuarial and advisory services for the managers of the pension schemes covering over 4 million public service workers. Key clients include Cabinet Office, Scottish Public Pensions Agency, Ministry of Justice and Home Office.

Specialist Actuarial (31%): Policy and technical advice including pensions and social security, actuarial services in connection with funded DB pension schemes, including staff transfers. Key clients include HM Treasury, Department for Work and Pensions and trustees of various funded schemes with public sector links.

The Department comprises some 223 people including 117 actuaries, 32 actuarial trainees, 26 analysts and 48 business support staff, 39% of the staff are female and 27.2% are from racially diverse backgrounds.

The Department is committed to actively championing inclusion in all its forms. It aims to foster an inclusive culture that places the health and wellbeing of all its people at its core and wants everyone to feel connected in its hybrid working environment regardless of team or location. GAD is committed to the recruitment and retention of individuals with disabilities and has gained official recognition as a disability confident employer. As an inclusive employer and an employer of choice, it supports the continuous development of all its colleagues.

GAD colleagues are flexibly employed in a hybrid working model with two physical office locations (Edinburgh and London).

The Department is self-funded through the fees chargeable to its clients; actuarial income in the financial year 2021-22 was £24.5 million. The department encourages feedback from clients and achieved a positive rating of 4.8 out of 5 in its most recent client survey. GAD is accredited under The Institute and Faculty of Actuaries (IFoA) Quality Assurance Scheme (QAS).

For further information about GAD visit the Department's [website](#) or [GAD's annual report and accounts](#).



GAD's mission, vision and values

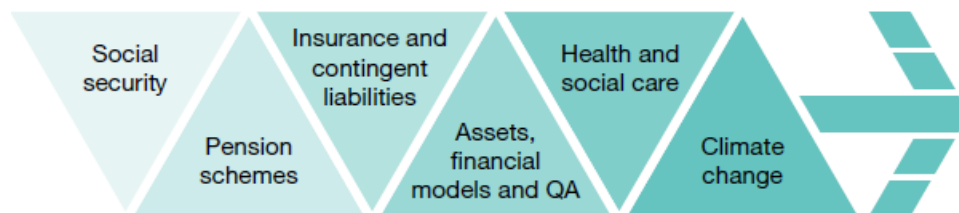
GAD's mission is to improve the stewardship of public sector finances by supporting effective decision-making and robust financial reporting through actuarial analysis, modelling and advice.

The challenges inherent in the mission include:

- managing the resources to meet changing demand across a number of speciality areas;
- developing the tools and skills to continue to offer valuable inputs and insight into government decision-making;
- creating an inclusive working model to attract, retain and develop a highly specialised, skilled and professional workforce;
- connecting those skills and resources effectively with both new and existing clients.

GAD has progressively modernised its approach and broadened the areas or domains in which actuarial advice and analysis is provided to government and public bodies. The GAD 2025 Strategy [Annex B] seeks to continue this evolution, focusing on 4 main areas; clients, people, inclusion and processes, and setting out aims and priorities in each of these.

Its areas of expertise continue to evolve and include:



GAD's vision and values

Vision for 2025: We make a difference | We partner effectively with our clients
We are seen as a great place to work | Our value is recognised

Our values: Expert | Collaborative | Inclusive | Innovative

For more insight into the culture at GAD, click [here](#).

The role of Government Actuary

The Government Actuary is head of GAD (effectively the Department's Chief Executive) and of the Actuarial Profession in Government. The role combines both operational and professional leadership and includes the fulfilment of statutory duties such as in relation to public service pensions, the National Insurance Fund, State Pensions Age and the Personal Injury Discount Rate. The Government Actuary must take personal and professional technical responsibility for the advice the department provides.

As the leader of GAD, you will be responsible for the leadership and strategic direction of the organisation. This includes the development and execution of GAD's strategy, ensuring GAD is consistently developing a new pipeline of work and meeting the needs of GAD's clients. Across GAD's offices in both London and Edinburgh, you will be responsible for fostering an inclusive and collaborative culture. You will also be GAD's Accounting Officer, with responsibility for ensuring GAD's governance and expenditure are in line with government standards.

The main responsibilities of the post are:

Working with, and as a member of, the Management Board and the Executive, lead the department in developing its strategy and business plans and setting the priorities.

Specifically:

- Ensure the advice provided to clients by professionals in the Department is objective, professional and of a high quality and value for money;
- Ensure that GAD maintains an inclusive professional culture within which employees can grow and develop their skills, experiences and careers;
- Maintain the resource capacity, organisational design and capability to meet evolving client demand for GAD services;
- Develop a pipeline of new commissions and areas of development appropriate to the anticipated needs of clients;
- As Accounting Officer be ultimately responsible for the financial, operational, actuarial and risk management of the department, setting effective systems of control and meeting financial targets set by the Treasury;
- With advice from the Audit and Risk Assurance Committee and internal and external auditors, maintain effective systems of quality, compliance and risk management; and
- Build effective relationships with key stakeholders, in particular HM Treasury, peers across Government, clients and other professional contacts.

Person Specification

Essential criteria

- A proven track record in inclusive senior leadership, demonstrating the ability to act as a CEO.
- A technically accomplished and capable actuary who is well-regarded by professional peers. Candidates should hold the Fellowship of the Institute and Faculty of Actuaries or equivalent.
- A proven and flexible communicator, with a proven ability to create and inspire colleagues to deliver a compelling strategic vision as well as to communicate effectively technical actuarial analysis to a range of senior stakeholders.
- An effective, disciplined decision-maker with a commercial flair for effecting business change and growth through innovation, adaptation and improvement.
- A commitment to GAD's values (detailed above) and to the Civil Service Code values of integrity, honesty, objectivity and impartiality.

Equal Opportunities

GAD values and welcomes diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, gender, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.



Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department is a Disability Confident Employer, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Disability Confident Scheme for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:

- 'substantial' means more than minor or trivial
- 'long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
- 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the Disability Confident Scheme, please complete the relevant section of the application form.



How to Apply

Saxton Bampfylde has been engaged as the Government Actuary's Department leadership consultancy adviser on this appointment. Candidates should apply for this role through our website **here** using code **QBIJA** The closing date for applications is 23:59 on **Tuesday 30 May**.

As part of the online application process you will be asked to complete the following:

- A comprehensive **CV** setting out your career history, with key responsibilities and achievements.
- A **Supporting Statement** of no more two pages of A4 explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification and what draws you to the role.
- You will also be asked to complete the **online diversity monitoring*** form. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'. The information you provide when submitting your application will help us monitor our progress towards the Civil Service becoming the most inclusive employer. This information will play no part in the selection process and will be treated in line with the requirements of General Data Protection Regulation.

Failure to submit both a CV and Supporting Statement will mean the panel only have limited information on which to assess your application against the criteria in the person specification.

The Civil Service embraces diversity and promotes equal opportunities. As such, we run a Disability Confident Scheme (DCS) for candidates with disabilities who meet the minimum selection criteria. Selection will be on merit. If you wish to apply under the DCS, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

Should you wish to have an informal discussion about the role, or if you have any queries about any aspect of the selection process please contact: Belinda.Beck@saxbam.com quoting project code: **QBIJA**

* The diversity monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Please note:

- The competition will be chaired by a Civil Service Commissioner.
- As part of the recruitment process, due diligence reviews will be undertaken, this will include the review of social media that will be taken on candidates as they progress through the appointment process.
- Shortlisted candidates will undertake a leadership assessment which will consist of psychometric tests and a virtual meeting with an assessor. Further to this they will be required to conduct a virtual Staff Engagement.
- Both will be assessed along with the interview, which will include a presentation. The interview will be conducted in person in central London.
- Shortlisted candidates are expected to be offered the opportunity of an informal stakeholder conversation with Les Philpot, the Chair of the GAD Management Board.
- Those invited to interview will be asked to provide referees and may also be required to meet with the Financial Secretary to the Treasury, who is the Minister responsible for the GAD.

Timeline

Please note that these dates are only indicative at this stage and could be subject to change. We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for assessments or interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process – particularly for the panel interview date.

The anticipated timetable is as follows:

5 June - Application long-sift

Week commencing 12 June – Preliminary interviews for selected long-sift candidates

21 June – Candidate short-sift

Week commencing 26 June, - leadership assessments, staff engagement and informal stakeholder sessions

3 and 7 July – final interviews with the selection panel

Selection panel

The interview panel will be chaired by Lea Paterson, Civil Service Commissioner, and will also comprise Beth Russell, Second Permanent Secretary to the Treasury, Les Philpott, Chair, Non-Executive Director at the Government Actuary's Department and Sir Jon Thompson, Chief Executive of the Financial Reporting Council.

In addition, due to the specialised nature of the role, a specialist panel with technical actuarial knowledge and understanding will be asked to assess and provide their view on candidate applications as part of the shortlisting process. This panel will produce a summary report which will then help inform the final shortlisting process.

Terms and Conditions

Reporting Lines

The post holder will report to the Second Permanent Secretary of the Treasury, Beth Russell.

Duration of the contact

The contract will be for a fixed term of 5 years.

Working Arrangement(s)

Flexible working and job-shares will also be considered. Arrangements would need to be agreed with the department, to ensure business needs can be met.

Reward

The role is SCS pay band 3 (Director General) level.

The role comes with a starting salary of up to £206,000 per annum but more may be available for an exceptional external candidate. In addition, a performance related payment may be payable up to a maximum of £17,500 per annum.

Location of the post

London/Edinburgh. All roles in GAD can now be performed based either at our London or Edinburgh offices. GAD has adopted a Hybrid Working approach and all GAD employees will be assumed to be undertaking this working model.

As a broad guideline, you should expect to work around half of your time at an office, subject to business and operational needs.

Pension

The Civil Service offers a choice of two pension schemes giving you the flexibility to choose the pension that suits you best. The Alpha pension scheme is an occupational defined benefit pension scheme, whilst the partnership pension account is a stakeholder pension with a choice of providers. Both provide good quality ways of saving for retirement. For more information, please visit the Civil Service Pensions website.

Restrictions

While in post there will be certain restrictions on political activities. Applicants should also note that there may be restrictions placed upon their ability to move to some business appointments once they have left this position.

Annual Leave

There will be 30 days' paid annual leave plus 9 days public and privilege holidays.

Conflicts of Interest

If you or your partner has any actual or potential conflict of interest with the activities of the Department, this should be declared clearly in your application. Any indirect association of this kind through any other family member or partnership should also be disclosed.

Security

Successful candidates must meet the security requirements before they can be appointed. The successful candidate for this post will be required to have SC level security clearance.

To meet the National Security Vetting requirements for this role you will need to have resided in the UK for a minimum of 3 out of the past 5 years. If you do not meet this requirement, you would not be eligible for SC clearance and therefore not eligible to apply for this role.

More information about security clearance levels can be found [here](#).

See our vetting charter.

People working with government assets must complete **baseline personnel security standard checks**.

Nationality requirements

This job is broadly open to the following groups:

- UK nationals
- nationals of Commonwealth countries who have the right to work in the UK
- nationals of the Republic of Ireland
- nationals from the EU, EEA or Switzerland with settled or pre-settled status or who apply for either status by the deadline of the [European Union Settlement Scheme \(EUSS\)](#) ([opens in a new window](#))
- relevant EU, EEA, Swiss or Turkish nationals working in the Civil Service
- relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service
- certain family members of the relevant EU, EEA, Swiss or Turkish nationals

Further information on nationality requirements

Appointment and Confidentiality

The offer of a job will be made subject to satisfactory references and security clearance. The successful applicant will be required to sign the Official Secrets Act, adhere to the Civil Service Code and to exercise care in the use of official information acquired in the course of official duties, and not to disclose information, which is held in confidence.

The role of the Civil Service Commissioners

The Government's Actuary Department recruitment process is underpinned by the principle of selection for appointment on merit on the basis of fair and open competition, as outlined in the Civil Service Commission's Recruitment Principles, which can be found at <https://civilservicecommission.independent.gov.uk/recruitment/recruitment-principles/>.

Civil Service Commissioners chair selection panels for all external recruitment competitions at Senior Civil Service Pay Band 2 (Directors), Pay Band 3 (Director General) and Permanent Secretary levels. An external competition is one that is advertised outside the Civil Service and candidates who are not existing civil servants may apply.

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint you should contact Shamailla.Rashid@gad.gov.uk in the first instance. If you are not satisfied with the response you receive you can contact the Civil Service Commission.

The Commission publishes a guide that outlines its approach to handling a complaint under the Recruitment Principles. This can be accessed at <https://civilservicecommission.independent.gov.uk/recruitment/recruitment-complaints/>. We would recommend you read this guidance before submitting a complaint.

Complaints should be sent in writing to:

Civil Service Commission,
Room G8,
1 Horse Guards Road,
London,
SW1A 2HQ.





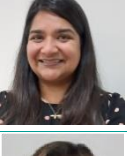




ANNEX LIST

A	The Department's website is a useful source for further Government Actuary's Department - GOV.UK (www.gov.uk)
B	2020-25 Strategy http://www.gad.gov.uk/Documents/GAD/GAD_Strategy_2011-2014_web.pdf
C	2021/22 Annual Report and Accounts GAD Annual Report and Accounts 2021-22 (publishing.service.gov.uk)
D	2022 Client Survey Client survey feedback - GOV.UK (www.gov.uk)
E	Managing Public Money MPM_Spring_21_without_annexes_040322_1_.pdf (publishing.service.gov.uk)
F	GAD Management Board Members (included in this pack)
G	Equal Opportunities Policy Statement (included in this pack)

Annex F - Management Board Members

The Management Board (MB) comprises of seven executive members, and three nonexecutive members. It is the principal advisory body and supports the Government Actuary in providing leadership to GAD, framing the overall strategy for GAD and exercising oversight over the performance of the department, including its identification and management of risks.

Membership of the Management Board is currently as follows:

	Martin Clarke	Government Actuary
	Matt Gurden	Deputy Government Actuary
	Stephen Humphrey	Actuarial Director (Quality, Compliance and Risk)
	Dave Johnston	Actuarial Director (People and Capability)
	Indrani Banerjee-Jones	Director of Finance and Operations
	Wendy Dabinett	Director of Human Resources
	Les Philpott	Non-executive Director and Chair
	Ian Wilson	Non-executive Director
	Bev Messinger	Non-executive Director

Non-executive Board Members

GAD's Management and Audit Boards include three non-executive members, who are appointed following open competition for terms of three or four years, which may be renewed once.

<p>Les Philpott</p>	<p>Les is an experienced non-executive director and chair, having held a range of non-executive roles in the public, private and charity sectors, including at Chair level. He has a background in public management at senior executive levels. He formerly held the role as chief executive at the Office for Nuclear Regulation and had previously held senior positions in the Health and Safety Executive.</p>
<p>Ian Wilson</p>	<p>Ian is a chartered accountant and was previously the Director of Business Services at Network Rail where he was responsible for the delivery of shared services across the organisation. Prior to joining Network Rail in 2013, Ian worked in the global IT industry with Hewlett-Packard for over 20 years holding a number of senior international finance and business services roles. Other roles include: chair of EDS UK Pension Funds since November 2017; non-executive director with the Ministry of Defence's Defence Business Services Risk and Assurance Committee since May 2018; nonexecutive director with BPDTS Limited since June 2018. He has been a non-executive director since September 2019 on a three-year appointment.</p>
<p>Bev Messinger</p>	<p>Bev is an experienced non-executive director, having held a range of non-executive roles within the public sector including Vice Chair, Committee Chair and Senior Independent Director. She has a background in HR and organisational transformation at senior executive level. Bev formerly held the role of Chief Executive at the Institution of Occupational Safety and Health.</p>

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