



Government Actuary's
Department

Non-Executive Director Candidate Information Pack 2025

Navigating risk | Cutting through complexity

The Government Actuary's Department is proud to be accredited under the Institute and Faculty of Actuaries' [Quality Assurance Scheme](#). Our website describes [the standards we apply](#).

Welcome letter

Dear Candidate,

Thank you for your interest in the Non-Executive Director position at the Government Actuary's Department (GAD). GAD is an independent, non-ministerial department dedicated to providing specialist actuarial and analytical services to Government. GAD is self-funded through the fees it charges to clients across the public sector.

Established in 1919, throughout its history GAD's focus has shifted in response to client needs - we now carry out more work, across more government departments and public sector organisations than ever before. The activities range from public sector pensions, policy support, investment, insurance, disaster risk finance, data analytics, climate analysis, quality assurance, and more. Many of these issues occupy high-profile positions on the government's balance sheet.

GAD is embarking on an exciting new chapter, with a recently appointed Government Actuary and a new strategic plan to support the delivery of the government's growth mission and policy objectives. Our strategy is designed to develop the organisation we need for the future: embracing innovation and modern technology and developing a diverse workforce with the skills to deliver across an even wider range of government challenges. We're looking for a forward-thinking Non-Executive Director with experience in digital innovation and growth to play a key role in shaping our future success.

If you have the skills and experience we are looking for, are passionate about making an impact, and are motivated 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.



Les Philpott
Chair, Board of GAD



Fiona Dunsire
Government Actuary

March 2025

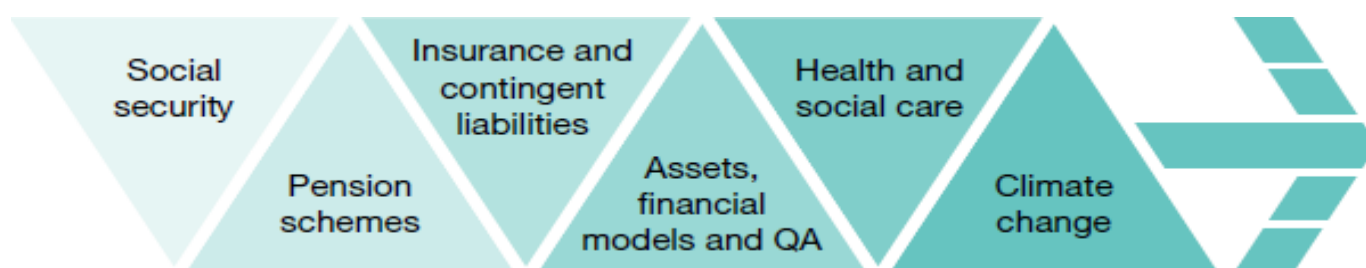


About the Government Actuary's Department

The Government Actuary's Department (GAD) employs approximately 220 people across 2 offices in London and Edinburgh, and generates around £25 million of fee income. It is headed by the Government Actuary, Fiona Dunsire. To find out more about the department, watch this [Introduction to the Government Actuary's Department](#).

GAD applies the actuarial profession's technical skills, consultancy discipline, high standards of professionalism and industry sector knowledge to help solve financial challenges faced by the UK public sector, helping our clients to understand and analyse financial risk and uncertainty for a wide range of contemporary issues.

GAD has progressively modernised its systems and tools, diversified its workforce, adopted innovative techniques and broadened the areas in which actuarial advice and analysis is provided to government and public bodies. Our areas of expertise continue to evolve and include:



GAD's vision and values

Vision for 2030: Bold and trusted partners on risk and finance.
Enhancing decision-making for lasting benefits to society

Our values: Expert | Collaborative | Inclusive | Innovative

For further information about GAD visit the department's website at <http://www.gad.gov.uk>







Governance Framework

Board of GAD

From 1 April 2025, GAD’s Board will comprise 5 executive members, including the Government Actuary, and 3 non-executive members. The Board supports the Government Actuary in providing leadership to GAD, framing the overall strategy and exercising oversight over the performance of the department including its identification and management of risks.

We are looking to appoint a Non-Executive Board Member (NEBM) as a result of the end of term of one of the non-executive members, to provide expert advice based on your extensive knowledge and experience and bring valuable external perspective to the department.

Membership of the Board is currently as follows:

	Fiona Dunsire	Government Actuary
	Matt Gurden	Deputy Government Actuary
	Stephen Humphrey	Actuarial Director (Quality, Compliance and Risk)
	Indrani Banerjee-Jones	Director of Finance and Operations
	Bal Kaur	Director of Human Resources
	Les Philpott	Non-Executive Director and Chair



Non-Executive Director

	<p>Ian Wilson</p>	<p>Non-Executive Director</p>
	<p>Elizabeth Thornhill</p>	<p>Non-Executive Director</p>

This position will succeed Ian Wilson who joined the Board as a non-executive director in September 2019, was re-appointed in 2022, and is leaving at the natural end of his appointment in August 2025.

Non-executive Board Members

The Board of GAD include three non-executive members, who are appointed following open competition typically for terms of three years, which may be renewed once.

<p>Les Philpott</p>	<p>As well as holding a Master of Science in Public Management, Les is also a fellow of the Chartered Institute of Public Finance and Accountancy. He is an experienced Non-Executive Director, having held a diverse 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. Spanning a combined total of eleven years, Les formerly held the role of Chief Executive at the Office for Nuclear Regulation and previously held senior positions in the Health and Safety Executive. Having joined GAD in September 2021 his appointment has been extended for a further three years until August 2027.</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; non-executive director with BPDTS Limited since June 2018. He has been a non-executive director since September 2019 on a three-year appointment and is chair of the Audit and Risk Assurance Committee. His contract has been extended for another three years, ending on 31 August 2025.</p>



Non-Executive Director

Elizabeth Thornhill	Liz is General Counsel, Head of Risk and Legal Advisor to the board at the Office of Rail and Road, leading a team advising on safety and economic regulation and data protection. A practising barrister of nearly twenty years' experience, Liz has a background in public law, regulation, governance, and risk. She has previously held positions at the Office of Product Safety and Standards and the Department for Transport. She sits as a member of the Standards Committee at the Royal Institute of British Architects and joined GAD as a Non-Executive Director in November 2024.
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Audit and Risk Assurance Committee (ARAC)

GAD's Audit and Risk Assurance Committee (ARAC) comprises the three non-executive members of the Board. ARAC supports the Government Actuary in her responsibilities for issues of risk, governance, financial controls, and associated assurance.

Other committees

Further information about the GAD's other committees and broader governance framework can be found in GAD's [Annual Report and Accounts](#)

About the role

As a Non-Executive Director, you will provide expert advice based on your extensive knowledge and experience and bring valuable external perspective to the department. You will bring oversight, support, and constructive challenge to the work of GAD and its Board.

You may also be involved in working groups or offer advice and support to individual directors, in addition to ad hoc pieces of work across the department.

You will contribute to the development of GAD through:

- Attending Board meetings (currently 8 a year, including up to two Management and Leadership Away Days per year) and quarterly Audit and Risk Committee meetings. Meetings are primarily in-person, with at least one taking place in Edinburgh;
- Providing an external perspective to the Government Actuary and Executive team on the strategic direction of the GADs work;
- Applying oversight to the Government Actuary and Executive team in managing the organisation, and delivery of the strategic vision
- Playing a role in representing the Board and GAD in communications with key stakeholders and clients and acting as an ambassador for GAD outside of the organisation;
- Attending GAD events from time to time, such as annual All-Staff meetings and client conferences;
- Undertaking occasional specific tasks such as assisting with the recruitment of senior management and providing support to senior management.



Term of appointment

Location: 10 South Colonnade, Canary Wharf, London, E14 4PU

Anticipated start date: 1 August 2025

Time commitment

As a Non-Executive Director, you will be expected to commit up to 15 days a year, confirmed on appointment. This will include attendance at Board meetings, Audit and Risk Assurance Committee meetings and other formal Board activities.

Remuneration

The annual remuneration for services as a Non-Executive Director is £8,250. This fee covers an expected commitment of approximately 15 days per year. Reasonable travel and subsistence expenses will be reimbursed in accordance with GAD's travel and Subsistence Policy.

Board and ARAC meetings

Board meetings are currently held 8 times a year and ARAC meetings are quarterly. In-person meetings are held at our London office in Canary Wharf, 10 South Colonnade.

Term of office

This appointment is for an initial period of three years with the opportunity to review and extend the term or a further three-year period.



Person specification

GAD is looking for a person with the following criteria:

Essential

- Board-level experience, either as an executive or non-executive director, with a strong ability to shape long-term corporate vision, strategy, and governance.
- Proven leadership in digital innovation, with experience of guiding organisations in adopting emerging technologies (e.g., AI), enhancing digital infrastructure, and leveraging data analytics to drive strategic decision-making and improve client services.
- Commercial and growth expertise, particularly in identifying and capitalising on opportunities that align with GAD's role in supporting government growth objectives - such as market expansion, investment strategies, or fostering innovation to enhance revenue streams.
- Strategic and analytical mindset, with excellent leadership, influencing, and communication skills, and the ability to provide constructive challenge to senior leadership.
- Track record of overseeing change and transformation programmes, from inception to delivery, including the development of clear strategies to drive business performance and innovation.
- Experience in financial scrutiny and risk management, ensuring robust oversight of financial performance, governance, and corporate risk at the Board level.
- Strong communication and stakeholder management skills, with the ability to represent GAD externally with authority and credibility.

Desirable

- Commercial experience in professional services, particularly in specialist advisory or consultancy roles.
- Understanding of the public sector environment, with a demonstrable commitment to the Seven Principles of Public Life (Nolan Principles).
- Experience in chairing meetings or the potential to develop strong chairing skills.

The appointment would suit a candidate with experience at Board level within the private and/ or public sector or, alternatively, as a senior consultant preferably with experience dealing with the public sector.

You will also be able to demonstrate the following personal attributes of:

- independence of mind and sound judgement.
- no conflict of interest between your business activities and the NED role.
- an engaging collaborative working style and an ability to question intelligently, debate constructively and challenge rigorously.
- an ability to listen sensitively to the views of, and to gain the trust and respect of, others.
- evidence of a personal motivation and commitment to the public sector and demonstrate commitment to the seven principles of conduct in public life

Responsibilities

- **Strategy.** By developing an understanding of GAD's vision and purpose and through collaborative engagement and discussion with board and executive colleagues, contribute to the development and maintenance of GAD's strategy, contributing ideas and bringing individual expertise and experience to bear as an external source of advice on key strategic issues.
- **Management Oversight.** Contribute to the effective performance of GAD through appropriate oversight, challenge, support, and encouragement of the department.
- **Risk.** Help to ensure effective systems of internal control and for the identification and management of risk, with regular reviews of major areas of risk and the adequacy of risk mitigation measures.
- **Governance.** Contribute, as a member of the Board and Audit and Risk Committee to the maintenance of an effective governance structure at GAD.
- **Executive Relationship.** Develop a positive, collaborative relationship, including acting as a sounding board for emerging issues and alternative courses of action. Stay up to date with the department and determine when an issue needs to be brought to the attention of the full board or a committee.
- **Stakeholder Engagement.** Optimise all opportunities to gain a full appreciation of the views of all the stakeholders. Act as an ambassador particularly in the wider government and non-executive networks

The seven principles of public life apply to anyone who works as a public officeholder.

Selflessness	Holders of public office should act solely in terms of the public interest.
Integrity	Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
Objectivity	Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
Accountability	Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
Openness	Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
Honesty	Holders of public office should be truthful.
Leadership	Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Selection process and how to apply

For a discussion about the role

If you would like further information regarding the role of Non-Executive Director prior to submission of your application, a meeting will be arranged for a discussion with the Board chair, Leslie Philpott. If you are interested, please contact, Reem El Bizri, HR Officer, at <mailto:reem.elbizri@gad.gov.uk> who will make the necessary arrangements.

Selection panel

The selection panel will be chaired by:

Leslie Philpott
Board of GAD chair

Other members of the panel are:

Fiona Dunsire
Government Actuary

John Mundy
HMT

Independent Panel Member

Mark Addison

Recruitment Timeline (indicative)

Closing date for receipt of applications	22 April 2025 (12:00 Midday)
Application sifting date	W/C - 19 May 2025
Interview with selection panel	23 June 2025 And 25 June (TBC)
Anticipated start date	August 2025

It is anticipated that interviews will be held in person although alternative, virtual formats will be considered.

How to apply

It is essential in your supporting statement that you provide evidence and proven examples of how you meet the requirements.

- A CV (maximum 2 pages) setting out your career history, responsibilities, and achievements.
- A supporting statement (maximum 2 sides) highlighting your suitability and setting out how you meet the person specification. The supporting statement is an important part of your application and will be assessed along with your CV.
- A bio of no more than a half page.
- Diversity monitoring forms and Disability, Conflicts and Political Questionnaire*
- Information relating to any outside interests or reputational issues.

**Please note, 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.*

Please apply via the Public Appointments website by **12:00 Midday on 22 April 2025**



Additional Information

Equality and Diversity

We are committed to diversity and promote equality of opportunity. We recruit, hire, train and promote people in all job roles regardless of race, colour, religion, national origin, gender, age, sexual orientation, or disability.

Under the terms of the Equality Act 2010 we will 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.

GAD is a Disability Confident Employer, showing that as an employer we have a positive attitude towards applications from disabled people. We offer a Disability Confident Scheme for all disabled applicants and 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 application 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 ensure that you note this as part of your application and in your supporting statement.

Diversity monitoring

The Diversity Monitoring Forms will play no part in the selection process and will be treated in line with the requirements of General Data Protection Regulation.

Diversity and Inclusion

The Civil Service is committed to attract, retain, and invest in talent wherever it is found. To learn more please see the [Civil Service People Plan](#) and the [Civil Service Diversity and Inclusion Strategy](#).

Contact details

- If you have any questions about this opportunity or the process, please contact us by email at recruitment@gad.gov.uk





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<http://www.gad.gov.uk>

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