



2011 / 2012 ANNUAL REPORT



GOVERNMENT ACTUARY'S DEPARTMENT

ACTUARIAL ANALYSIS — FOR THE PUBLIC SECTOR — FROM THE PUBLIC SECTOR



OUR AIMS

1. For UK government and the devolved administrations to deliver and be seen to deliver:

- > Top notch service and policy advice
- > A full range of actuarial analysis whenever appropriate for actuarial input to be provided
- > All the actuarial analysis on pensions

as the 'shared service' supplier of actuarial analysis within government.

2. For other public sector (UK and overseas) to win as much actuarial analysis work as we can, subject to:

- > Meeting the commitments to quality in all we do
- > Anything we do must be consistent with Government policy
- > Nothing we do must impair our ability to deliver our first aim

3. To have a sustainable long-term GAD in government

OUR COMMITMENT

Our commitment to quality is to consider the six key aspects of the service we deliver. Our service and advice should be:

- > correct
- > applicable
- > clear
- > on time
- > value for money
- > properly discussed at regular status briefings

OUR VALUES

In addition to the core values of the civil service (integrity, honesty, objectivity and impartiality), GAD has values of:

- > Making client service our priority
- > Professionalism (civil service core values as above, as well as actuarial professionalism)
- > Treating people fairly and with respect
- > Being flexible, sharing and collaborative with clients; within and between teams; with peer group and above
- > Delivering a work/life balance to the extent consistent with our needs
- > Being forward looking and pro-active
- > Pursuing a fulfilling and varied career
- > Public service ethos consistent with the ethos of our respective counterparts (ie clients and colleagues of equivalent pay/grade) in government departments generally

What is an actuary?

Rather than give a short six or seven word answer which would oversimplify and mislead, the following description provides a proper sense of what we do

'Where there is uncertainty, using mathematical and statistical methods, actuaries perform long-term financial modelling, analysis and certifications under a professional code and standards designed to give assurance on quality and consistency.'

In other words, it's a combination of genuine professionalism (with all that entails on education, annual learning and discipline schemes) directed at the handling of complex financial problems around sustainability and value.

MESSAGE FROM THE GOVERNMENT ACTUARY



WELCOME

Welcome to our review of the Department's performance in the year 2011-12.

This has been a year of real ups and a down.

On the ups we have had a fantastic year—working hard on public service pensions reform; regaining after 10 years the actuarial work for Civil Service pensions; and making real inroads on new assignments in risk and modelling. Our revenue is up 9% and all our financial targets comfortably met, so that we were able to offer a fee reduction bonus early in 2012. Not least we achieved our highest ever engagement score (67%) in the Civil Service People Survey (overall average was static at 56%).

All of this has come from an absolute commitment by all concerned to service in the public interest, to quality and to professionalism.

However, whilst fully recognising the outstanding service and professionalism of our insurance team over many years, it is sad for everyone that we had to come to the conclusion to withdraw from carrying out overseas insurance regulatory work, in line with the UK Government's philosophy, as applicable to us, of focus on delivery of core UK work and connected activities.

Even so, now is the time for GAD to look forward to the future in good heart with plenty to expand into in the wider actuarial space, supporting the UK government, the devolved administrations and other relevant public bodies in the UK.

To all our clients—continuing or new—you have our total commitment on quality service. To all our staff, we are all truly grateful for all you have done over a demanding year.

Thank you.

A handwritten signature in blue ink, which appears to read 'Trevor Llanwarne'. The signature is fluid and cursive.

TREVOR LLANWARNE

GOVERNMENT ACTUARY, September 2012

CONTENTS

Page	3	Our strategy
	4	Our plan for 2011-14
	5	Our progress in 2011-12
	6	Client services
	12	People
	14	Financial review

OUR STRATEGY

2011 saw the conclusion of the three-year strategic plan put in place when Trevor Llanwarne took up his post as Government Actuary in 2008, and the development over the summer months of a new strategic plan to take GAD through to March 2014.

The focus in the first three-year plan had been on embedding a set of aims, commitment and values throughout the Department to provide a firm foundation for serving our clients and for delivery of our financial targets year on year. Some comparisons between 2008 and 2011 show that this strategy delivered real success:

- > Improved sustainability
 - > 95 staff in 2008, 130 staff by 2011
 - > £12m income in 2008, £14.2m in 2010, £15.5m in 2011
- > Service offerings going beyond traditional pensions and insurance work into new areas of investment, modelling, risk, and long-term care
- > More wins and retentions of clients in open competition
- > Much stronger reputation for GAD in government

As a result, our new strategic plan is based on the success of three strong years and needed only to evolve to reflect new realities. The aims, commitment and values of our new strategy are set out here on the first page. Our strong commitment to quality based on six key aspects of the service we deliver is unchanged. Our eight core values have only minor changes to reflect the experience of the last three years, primarily a stronger emphasis on being flexible and collaborative.

Our new strategy establishes a set of guiding principles in three areas:

- > Client and new client principles

Our primary client principle is that we must identify client needs and deliver them, minimising risk and maximising efficiency. We view regular feedback from clients as the only true measure of our performance in this regard. We get this through regular client/adviser briefings, feedback via on-line surveys for all clients, and for larger clients from one-to-one reviews with a member of GAD's Management Board.
- > People and people behaviour principles

Engagement of our staff has been essential in delivering our strategy. See the 'People' section for details of developments during the year.
- > Department operation principles

Having benefited from the investment of management time in developmental projects in the last three years, our new strategy introduces more streamlined and focussed management. We now have a smaller Executive, and have reviewed and refocussed the other committees that manage GAD's operations. In our management of the Department we seek to achieve the optimal balance between delivery of short-term operational performance and building a secure and sustainable Department for the long term. While our annual operational planning and performance metrics focus on delivery of short-term operational results, we also now have a concise and focussed risk management methodology. Our management of risk sits alongside our operational plans, identifying the areas of greatest risk, the potential impact on the Department, and the controls we have in place as protection.

OUR PLAN FOR 2011-2014

What we want to achieve in 2011-2014

FINANCIALS	<ul style="list-style-type: none"> > To always meet all the control totals on which we are measured
CLIENTS	<ul style="list-style-type: none"> > To retain all our UK public sector clients delivering all that they request and need > To have steadily increasing client satisfaction for each public sector client and major other clients to the extent not already at an excellent level under our six commitments on client service > Subject to an international review to grow our international work by 10% + a year from the 2010-11 figure
SERVICE RANGE	<ul style="list-style-type: none"> > To have a reputation in UK government of adding real value on modelling, risk, long-term care and insurance with £2m+ income in 2013-14 > To selectively pitch for other UK actuarial work on an opportunistic basis without target
PEOPLE	<ul style="list-style-type: none"> > To have a steadily increasing name for being seen as a great place to work in employee satisfaction
TECHNICAL	<ul style="list-style-type: none"> > To provide all actuaries with up-to-date knowledge and support > To not take technical risks (except where justified on a robust and defensible basis)
ACTUARIAL OPERATIONS	<ul style="list-style-type: none"> > To ensure efficient delivery > To ensure GAD staff feel they are in a fulfilling and rewarding career > 70% utilisation rate across the actuarial teams
RISK MANAGEMENT	<ul style="list-style-type: none"> > To minimise risk of failure

What we want to achieve in 2011-2014

OUR PROGRESS IN 2011-2012

What we achieved in 2011-2012

> We met all our financial control totals in 2011-12. Detailed financial data is available in our published accounts. Our approach to setting our fee rates for 2012-13 will help us to meet the control totals for 2012-13.

FINANCIALS

> All retained. Exceptional demands on public service pensions reform work have been met due to commitment and flexibility of core pensions teams. GAD has been appointed actuarial adviser to the Principal Civil Service Pension Scheme (PCSPS) from April 2012.

> The first client survey of the period of the new three-year strategy will be completed in autumn 2012 and the results will be published on our website in October 2012.

CLIENTS

> This target was met in 2011-12. Following a review of our international work, GAD has now announced that it will withdraw from overseas insurance work by March 2013. This target will be adjusted accordingly.

> Marketing of risk and modelling services is continuing with some ongoing pilot exercises. Potential UK insurance work for NHS Litigation Authority, Financial Ombudsman Service and MoD. New modelling work for PPF and tPR.

SERVICE RANGE

> GAD continues to tender for suitable actuarial work in the UK public sector and for overseas work in pensions and social security.

> GAD's engagement index from the Civil Service People Survey was 67% in 2011, up from 65% in 2010. This compares with the Civil Service-wide score which was unchanged at 56%.

PEOPLE

> Knowledge-sharing and research updates delivering as required – no gaps identified when actuaries surveyed during the year – but implementation of technical database will improve ongoing accessibility of up-to-date information.

TECHNICAL

> All actuaries aware of need to avoid risks through clarity of GAD role and operating in accordance with GAD Technical Committee guidance.

> Considerable delivery challenges during 2011-12 due to the demands of public service pensions reform work have been met. Good progress has been made on transition to new pensions valuation software which will provide further efficiency improvements.

ACTUARIAL OPERATIONS

> Results from the Civil Service People Survey are positive in this regard, for example around 80% of staff said they found their work challenging and that it gave them a sense of personal accomplishment.

> The utilisation rate across the actuarial teams in 2011-12 was very close to 70%; an increase of about six percentage points on 2010-11.

> GAD's log of failure risks was reviewed by the GAD Management Board each month to ensure completeness and appropriate risk ratings. GAD's Audit Committee will also have oversight of the failure risks going forward.

RISK MANAGEMENT

What we achieved in 2011-2012

CLIENT SERVICES

Public Bodies reform

Following the commencement of the UK Government's Review of Public Bodies, a number of departments approached GAD over the year for advice on securing the liabilities for funded defined benefit pension schemes operated by bodies that they are responsible for. A range of different tailored solutions, including the implementation of Crown guarantees, were arrived at depending on the individual circumstances in each case, departmental objectives, and the overriding objectives for the Review.

Ian Boonin, Chief Actuary
+44 (0)20 7211 2973
ian.boonin@gad.gov.uk

*LGPS, Firefighters', Judges' schemes
Parliamentary schemes, Rail
schemes, Public Bodies reform*



We expect that departments responsible for bodies that sponsor funded defined benefit pension schemes will start to look more closely at the governance arrangements of those schemes as the reform process gathers pace, and for there to be an increased demand for specialist GAD advice.

Police and Fire Authorities pensions accounting disclosures

GAD's specialist streamlined, fixed cost, service to provide accounting disclosures under IAS19 to Police and Fire Authorities across the UK continues to develop, while meeting ever tighter reporting deadlines and more complex reporting requirements. Close to 50 separate sets of disclosures were produced in this year's round. Following a systems upgrade we expect to be in a good position to meet increased demand and delivery expectations next year.

Principal Civil Service Pension Scheme



Sandra Bell, Chief Actuary
+44 (0)20 7211 2659
sandra.bell@gad.gov.uk
Police, Teachers, PCSPS

GAD has been appointed actuarial adviser to the Principal Civil Service Pension Scheme (PCSPPS) with effect from April 2012.

There has been a gradual transition of projects from the previous adviser to GAD over the last few months, and in particular the transfer of over 100 staff transfer exercises has resulted in a significant increase in work for the Department.

CLIENT SERVICES

Scheme actuarial factors

In October 2011, after taking advice from GAD, HM Treasury issued fresh guidance for the calculation of Cash Equivalent Transfer Values (CETVs) payable from public service pension schemes. This guidance determined that CETVs should be calculated using financial assumptions consistent with the revised 'SCAPE' discount rate announced in the Chancellor's March 2011 Budget, following on from our earlier work assisting HM Treasury on this matter. Our public service pensions teams liaised closely with clients to review other scheme actuarial factors as necessary.

Stephen Humphrey, Chief Actuary

+44 (0)20 7211 2646

stephen.humphrey@gad.gov.uk

Public pensions policy, Armed Forces schemes



The Royal Mail Pension Plan

On 1 April 2012 the bulk of the assets and of the historic pension liabilities of the Royal Mail Pension Plan were transferred to government. The assets received by government (around £28 billion) are to be disposed of in a measured fashion, subject to achieving value for money for the taxpayer.

GAD has advised government extensively in connection with this transfer. The Government Actuary has been appointed as actuary to the new unfunded pension scheme created to receive the transferred historic liabilities. The Government Actuary is also responsible for determining, in line with statute, the amount of assets retained by the Royal Mail Pension Plan to finance salary linking of pensions for employees as at 1 April 2012.

Pensions valuation software

Having last year replaced our previous pensions valuation system with SuperVal, the recognised market leader, in 2011-12 we made critical progress on migrating a number of our pension scheme clients from our previous system. This significantly facilitated our support to the UK Government on public service pensions reform, and on projects such as the Royal Mail Pension Plan.

Sue Vivian, Chief Actuary

+44 (0)20 7211 2667

sue.vivian@gad.gov.uk

NHS, Funded Schemes



CLIENT SERVICES

Public service pensions reform

In 2011-12 the UK Government took forward the reform of public service pension schemes, following the report by Lord Hutton published in March 2011. GAD's public service pensions teams were closely involved in all stages of the reform process over the year.



George Russell
Deputy Government Actuary
+44 (0)20 7211 2666
george.russell@gad.gov.uk

Our team advising HM Treasury, led by Stephen Humphrey, provided advice on the Government's preferred career average scheme design (the 'Reference Scheme') and the terms on which individual schemes would be able to vary from that design. Within that framework, GAD teams advising individual schemes then provided advice on alternative designs.

GAD's work was integral to the scheme reform process. The work of all GAD staff involved ensured that clients received high-quality advice when needed and supported the Government's achievement of its policy objectives. The oversight of the Deputy Government Actuary facilitated consistency of approach across GAD's public service pensions teams.

Sandra Bell and Sue Vivian produced reports to verify that the Proposed Final Scheme designs for, respectively, the Teachers' and NHS Pension Schemes in England and Wales fell within the framework specified by HM Treasury. Ian Boonin and his team provided advice in relation to the Local Government Pension Scheme (LGPS) design proposals announced by the Local Government Association and relevant trades unions in relation to the LGPS in England and Wales.

We expect to continue to advise on scheme reform as the detailed design process is taken forward within the framework envisaged in the Government's Public Service Pensions Bill, presented to the UK Parliament on 13 September 2012.

Scotland



Ken Kneller, Chief Actuary
+44 (0)131 467 0324
ken.kneller@gad.gov.uk
Edinburgh office

GAD's office in Edinburgh is now firmly established and we would be delighted to discuss actuarial issues with anyone with an interest north of the border.

It has been a busy and productive year with several clients undergoing formal pension valuations. We have also assisted Scottish Government in discussions with staff representatives on the reform of public service pension schemes, following Lord Hutton's report.

CLIENT SERVICES

Private pensions policy

GAD continues to advise the Department for Work and Pensions and other public sector organisations on a diverse range of private pensions policy issues.

Pension incentive exercises code of good practice

An industry code of good practice on pension incentive exercises was published in June 2012, in response to concerns raised by the Pensions Minister and others regarding practices in this area. We provided advice to the Department for Work and Pensions on aspects of the code to support its discussions with an industry working group.

Auto-enrolment

Major pension changes start to take effect in 2012, with employers being required automatically to enrol staff into a qualifying workplace pension scheme. We have continued to provide advice to the Department for Work and Pensions on the qualifying scheme requirements and its guidance on scheme certification.

Economic regulation

Economic regulators assess the major costs of regulated companies in order to determine a reasonable allowance for such costs when setting price controls. Over the past year we have advised Ofgem and the Northern Ireland Utility Regulator on the pension costs of regulated companies in the electricity and gas sectors.

Income drawdown

GAD continued to provide support to HM Revenue & Customs, on whose behalf GAD produces tables of annuity rates which are used to calculate the maximum drawdown pension that can be taken from a drawdown pension fund.



Aidan Smith, Chief Actuary

+44 (0)20 7211 2632

aidan.smith@gad.gov.uk

Private pensions policy, Coal pensions, Funded Schemes

Staff transfers

The staff transfers team provides advice to government departments and other bodies on the application of the Fair Deal policy. This covers situations when public service staff are transferred to the private sector as a result of the outsourcing of services, or when public service staff are moved as part of a 'machinery of government' change. The team also works for private sector organisations in assessing their proposals for pension provision when they are bidding for public service contracts.

Adrian Hale, Chief Actuary

+44 (0)20 7211 2795

adrian.hale@gad.gov.uk

Outsourcing and pensions



During the year, the team has advised on a large number of projects and we announced interim arrangements to enable private sector organisations to incorporate in their bid proposals the revised employee contribution rates that were introduced across public service pension schemes from April 2012.

In consequence of the agreements reached on public service pensions reform, the UK Government has decided to retain the Fair Deal policy; the intention is that public service staff would be allowed to remain in their public service pension scheme when services are outsourced to the private sector. Further details are awaited but, in the meantime, the staff transfers team continues to play a critical role advising on the application of the current Fair Deal policy.

Revised employee contribution rates will also be introduced across public service pension schemes from April 2013. Unless overtaken by other developments, we intend to operate similar interim arrangements as last year for private sector organisations wishing to incorporate these rates in their bid proposals.

CLIENT SERVICES

Modelling

GAD continues to broaden the range of organisations for which it provides model assurance or assistance with model development and use. Our work at the Asset Protection Agency reduced over the year as the Agency was wound down, but this has been more than offset by additional work for other bodies.



Colin Wilson

Technical Director

+44 (0)20 7211 2672

colin.wilson@gad.gov.uk

For example for one client we have designed a framework covering the implementation and use of models in order to manage model risk. Key benefits include enhancing the efficient use and management of models and assumptions, and ensuring that decisions and judgements are made on a more informed basis by encouraging the use of well-designed and robust models.

Strategic risk

Over the past year GAD has helped a number of government departments and arms-length bodies to enhance the management of strategic risk. For example, the Care Quality Commission engaged strategic risk expertise from GAD to assist in managing strategic risks effectively.

For many Boards, the key to achieving the necessary focus at meetings, and facilitating useful contributions from non-executive members, has been to re-orient the strategic risk register around the outcomes to be avoided, and hence the mitigations that can be put in place to reduce the likelihood of events that would contribute to these outcomes.

Investment

GAD provides advice on investment matters to a number of funds, mainly relating to funded public sector pension schemes. Over the last year this has ranged from the practicalities of investment in specific asset classes to advice on long-term investment strategy including de-risking. Where appropriate GAD uses stochastic asset liability modelling to quantify the risks and potential benefits of different approaches.

Insurance

The insurance team has had an excellent year with the majority of the work relating, as always, to the work we do for overseas insurance regulators in support of their regulatory function. The client base has been very positive about the quality of work performed, the people in the team and the service received. In addition, albeit from a low base, we have started to build on the work we are doing for the UK Government in providing solutions for a range of different insurance related problems where our actuarial expertise has been very useful.

As stated in the introduction, we will be pulling out of the overseas work which is sad for the team and all the good work they have done over not just the last year but also over many years previously. But, of course, the growing UK work will continue.

CLIENT SERVICES

Social security

The social security team has provided Government departments with support in a number of areas of social security reform. These have included working with HM Treasury and the Department for Work and Pensions to review the cost implications of introducing a 'single tier' state pension and discussing the options for reforms to how state pension age is set. These reforms continue to be developed and so our involvement is likely to continue into the future.

Dermot Grenham, Chief Actuary

+44 (0)20 7211 2634

dermot.grenham@gad.gov.uk

Social security and demography



We have also provided advice to the Department of Health on funding of long-term care, particularly around the opt-in and opt-out approaches mentioned in the Secretary of State for Health's July 2012 paper 'Caring for our future: progress report on funding reform'.

The Department has continued to produce the reports that the Government Actuary has a statutory responsibility to provide relating to the National Insurance Fund. We are currently working on the quinquennial review of the National Insurance Fund which is expected to be published during 2012-13.

In addition to working for the UK Government we also provide actuarial advice to a number of other countries and jurisdictions. During 2011-12 these have included the Crown dependencies of Isle of Man, Guernsey and Jersey.

Demography and statistics

We have continued to supply demographic advice to the Office for National Statistics (ONS), particularly in the field of projections of mortality rates for the 2010-based population projections for the United Kingdom and its constituent countries, published by ONS in October 2011. We also provided advice to ONS on the estimates of amounts of wealth held in state pensions for national accounts purposes.

A new 7th edition of the Actuarial Tables for use in Personal Injury and Fatal Accident cases (the 'Ogden Tables') was prepared by GAD under the aegis of an interdisciplinary working party of actuaries, lawyers, accountants and other interested parties, and published in October 2011.

Premium Bonds

GAD has continued to work with National Savings & Investments on verification of the statistical randomness of the premium bond system.

PEOPLE

Our people strategy

Our new strategic plan introduced in September 2011 established a set of guiding principles which recognise that engagement of our staff is essential in delivering our strategy. At senior level our new strategy strengthened this engagement by further involving Chief Actuaries in the leadership and management of the Department. From October 2011 three Chief Actuaries (Ian Boonin, Dermot Grenham and Stephen Humphrey) joined GAD's Management Board as Interim Actuarial Directors (IADs) for a term of 15 months. The IADs were selected from across the Department to ensure they represented the range of work carried out and this exposure to the strategic management of the Department gives them a wider experience of business life.

Across the Department there are regular staff briefings and ample opportunity for professional development—for qualified actuaries, as study programmes for actuarial students, and for support staff.

Recruitment and turnover

GAD, like other Government departments, has had to work within a regime of tighter controls on recruitment since May 2010. The Treasury Minister who decides on exceptions to the recruitment freeze has been understanding of GAD's dependence on being able to recruit professional staff. This has ensured that GAD has continued to have sufficient actuarial staff to meet our clients' demands. Our fee-charging basis and the requirement that our targets are at least break-even mean that we can operate to an optimal staff level for taxpayer benefit subject to a good business case.

During 2011-12 four actuaries resigned and five actuaries joined us, one of whom is on a fixed term appointment. 11 trainee actuaries left the Department and 15 joined us on a mixture of permanent and fixed term appointments. Two support staff left the Department and one joined. The net result is that our staff numbers at the end of the year are close to those of a year ago.

	Staff in post as at 31 March	
	2011	2012
ACTUARIES	54	57
TRAINEE ACTUARIES	43	46
SUPPORT STAFF	33	31
TOTAL	130	134

These figures are from the Annual Report & Accounts 2011-12 which can be found at www.gad.gov.uk/publications.

PEOPLE

Hansa Bharadia
Interim HR Director

+44 (0)20 7211 2610

hansa.bharadia@gad.gov.uk

**New appointments and new opportunities**

Aidan Smith was appointed Chief Actuary of the team leading on coal pensions, funded schemes and private pensions policy. In all around eight members of staff were transferred internally to new roles, giving opportunities for personal growth through learning new aspects of being an actuary.

Secondments

Members of staff have been seconded to HM Treasury, the Office for National Statistics, the Asset Protection Agency and the Pension Protection Fund.

HR developments

Our engagement score in the Civil Service People Survey went up by two percentage points to a very good 67% (Civil Service-wide score remained unchanged at 56% in comparison).

Review of policies and processes continues in line with the HR strategy and Civil Service Shared Services.

Training

Over the last year there has been a variety of professional and generic training undertaken by staff. GAD's training provision included Executive Coaching, Project Management, Time Management, Performance Management, Report Writing, SuperVal (pension valuation software) and a range of IT training such as Excel and Access. GAD recognises the valuable contribution that learning and development brings to the organisation by maintaining the overall effectiveness and motivation of staff.

FINANCIAL REVIEW

Exceptional demand for GAD's advice and services, particularly in relation to public service pension reform, is reflected in the Department generating a net operating surplus of £2.14m in 2011-12.

GAD's total income in 2011-12 grew by 9% from £14.2m in 2010-11 to £15.5m. Excluding movements in work in progress which were re-classified in 2011-12, UK public sector income grew by 26% from £8.9m in 2010-11 to £11.1m. Income from overseas and the private sector reduced by 6% to £3.6m while miscellaneous income dropped from £1.2m in 2010-11 to £0.8m, with less rental income being received due to unlet vacant space in Finlaison House.

Expenditure amounted to £14.1m of which staff costs is the main item at £10.3m, with all other running costs of £3.8m accounting for the remainder. GAD continues to look for cost savings wherever possible and, overall, achieved savings of £638k on goods and services compared with last year's comparable expenditure. This excludes the £4.7m cost incurred in 2010-11 setting up a provision for an onerous lease and adjustments of other provisions in both years.

Capital investment over the past year was £309k and covered the normal replacement cycle of IT hardware and furniture plus some minor building refurbishments.

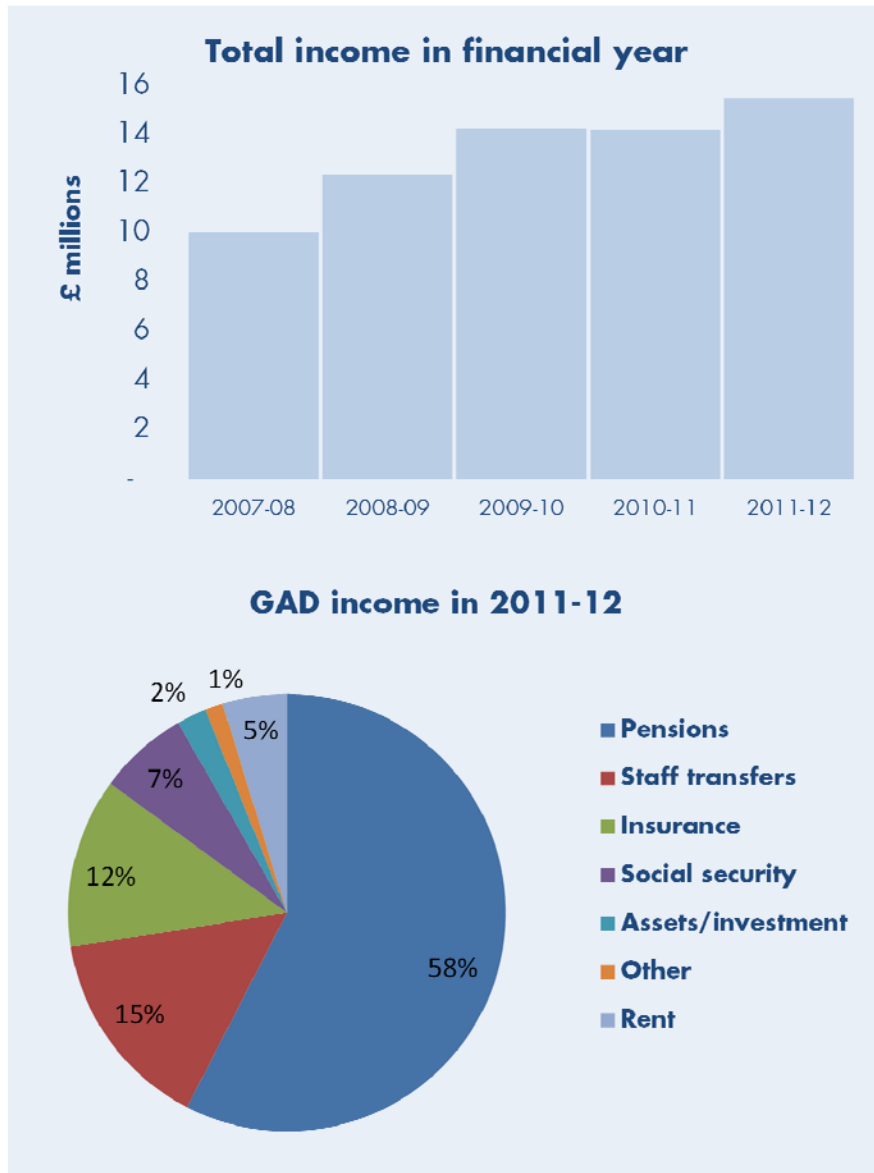
GAD's Statement of Financial Position as at 31 March 2012 shows total assets of £6.8m, current liabilities of £3.2m and non-current liabilities of £5.2m. Our liabilities include provisions for an onerous lease, early retirement costs and an injury benefit claim.

Statement of Comprehensive Net Expenditure for the year ended 31 March

	2011-12	2010-11
	£'000	£'000
Administration costs		
Staff costs	10,306	10,395
Other administration costs	3,785	4,423
Operating income	(15,477)	(14,190)
Programme expenditure		
Staff costs	—	—
Other administration costs	(758)	4,705
Operating income	—	—
Net operating cost	(2,144)	5,333

These figures are from the Annual Report & Accounts 2011-12 which can be found at www.gad.gov.uk/publications.

FINANCIAL REVIEW



These figures are from the Annual Report & Accounts 2011-12 which can be found at www.gad.gov.uk/publications.

<p>Kevin Down, Finance Director +44 (0)20 7211 2709 kevin.down@gad.gov.uk</p>	
--	--

FINANCIAL REVIEW

Statement of Financial Position as at 31 March		
	2012	2011
	£'000	£'000
Non-current assets		
Property plant and equipment	1,008	873
Intangible assets	260	252
Total non-current assets	1,268	1,125
Current assets		
Work in progress	379	758
Trade and other receivables	3,403	3,659
Cash and cash equivalents	1,710	394
Total current assets	5,492	4,811
Total assets	6,760	5,936
Current liabilities		
Trade and other payables	(3,178)	(1,685)
Provisions (due within one year)	(376)	(428)
Non-current assets plus/less net current assets/liabilities	3,206	3,823
Non-current liabilities		
Trade and other payables	(1,182)	(1,282)
Provisions (due after one year)	(4,024)	(5,182)
Total non-current liabilities	(5,206)	(6,464)
Assets less liabilities	(2,000)	(2,641)
Taxpayers' equity		
General fund	(2,028)	(2,641)
Revaluation reserve	28	
Total taxpayers' equity	(2,000)	(2,641)

These figures are from the Annual Report & Accounts 2011-12 which can be found at www.gad.gov.uk/publications.



OUR SERVICES

OUR SERVICES

Policy advice

- > Pensions
- > Demography
- > Social Security
- > Investment and Risk
- > Healthcare
- > Long-term care

Public service pension schemes include:

- > Civil service
- > NHS
- > Teachers
- > Police/Fire
- > Local Government
- > Armed Forces
- > Parliamentary schemes of UK Government and devolved administrations
- > Coal Pensions
- > UK Atomic Energy Authority
- > Staff Transfers

Insurance, risk and modelling

- > Life and general insurance in the UK
- > Self-insurance financing and liabilities
- > Strategic risk consulting
- > Project risk consulting
- > Model development
- > Model assurance

International

- > Pensions
- > Social Security
- > Actuarial projects related to risk and finance, eg micro-finance

GOVERNMENT ACTUARY'S DEPARTMENT

ACTUARIAL ANALYSIS — FOR THE PUBLIC SECTOR — FROM THE PUBLIC SECTOR

ABOUT GAD

GAD provides actuarial analysis to the public sector from the public sector. Our aim is to be a highly valued principal provider of actuarial analysis and advice to all parts of the UK government, the devolved administrations and other relevant UK and overseas public bodies.

GAD Executive contact details

Trevor Llanwarne - Government Actuary	+44 (0)20 7211 2620
George Russell - Deputy Government Actuary	+44 (0)20 7211 2666
Colin Wilson - Technical Director	+44 (0)20 7211 2672
Kevin Down - Finance Director	+44 (0)20 7211 2709
Hansa Bharadia - Interim Director, Human Resources	+44 (0)20 7211 2610

London office

Government Actuary's Department
Finlaison House, 15-17 Furnival Street
London EC4A 1AB

Switchboard: + 44 (0)20 7211 2601
Enquiries: enquiries@gad.gov.uk

Edinburgh office

Government Actuary's Department
Room T18, 44 Drumsheugh Gardens
Edinburgh EH3 7SW

Switchboard: + 44 (0) 131 467 1077
Enquiries: scottish-enquiries@gad.gov.uk

Email: firstname.lastname@gad.gov.uk

Internet: www.gad.gov.uk