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At GAD, we seek to achieve a high standard in all our work. We are accredited under the Institute and Faculty of Actuaries' Quality Assurance Scheme. Our website describes **the standards** we apply.

Foreword

Our mission at the Government Actuary's Department (GAD) is to support effective decision-making and robust reporting within government, as the first-choice provider of actuarial and specialist analysis, advice and assurance.

We therefore value feedback from our clients to gauge how we are performing and to better meet their needs. We seek this feedback throughout the year in a number of ways, including our client survey, which allows us to look consistently across all our services and draw valuable insights.

Over the last year we have continued to modernise the way we work and the work we do. This has been evident in the growth of new areas of advice and in the speed and efficiency with which we have delivered our work. Our growing portfolio of insurance and investment assignments means GAD has increased the depth and breadth of services that we provide.

This has been a successful year for GAD. Feedback from clients remained excellent and this has led to further assignments as a result of our growing reputation and profile.

We remain committed to:

- **continuously improving** both the quality and value of our professional services
- **enhancing our services** through new ideas and innovation
- continuing to grow and develop our **positive engagement with clients and stakeholders** across government

As we are now entering the last year of our [5-year strategic plan](#), this latest set of client survey results will help us to take stock of where we are and shape our future priorities.

During the 12 months to March 2019 we sent 259 survey invitations to 113 of our clients, to which we received 95 responses (37%) from 57 clients (50%).

The survey's results are summarised in the following pages, grouped under these headings:

- **Overall**
- **Our mission and vision**
- **Our service**
- **Our values**
- **Summary**

Thank you to all clients who have responded to the survey.



Martin Clarke
Government Actuary

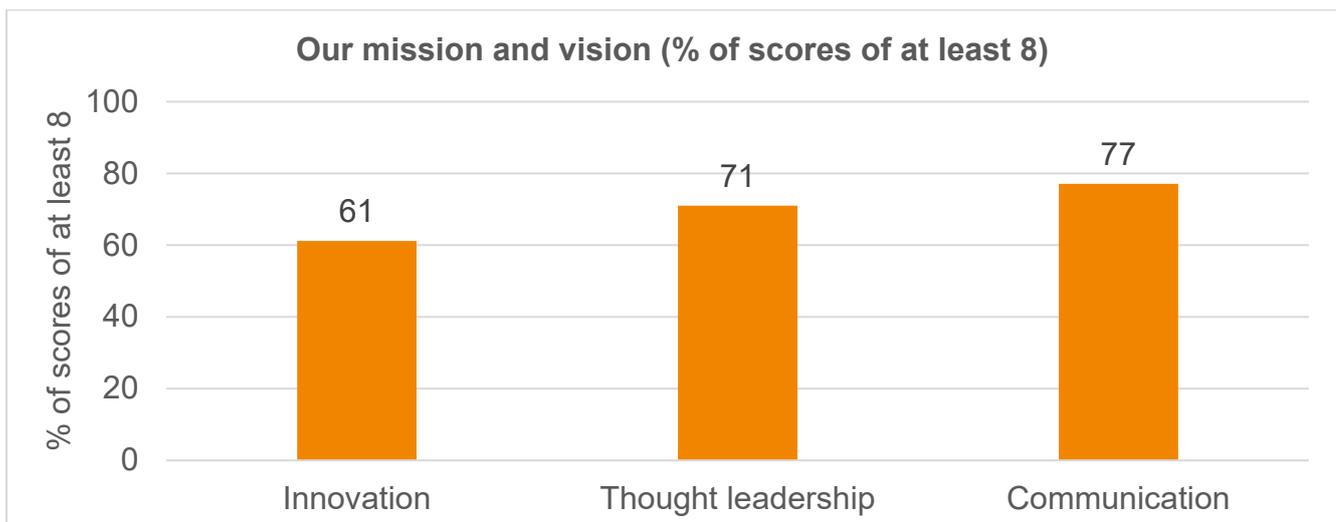
Our mission and vision

Our mission is to support effective decision-making and robust reporting within government as the first choice provider of actuarial and specialist analysis, advice and assurance. At the heart of our vision is for GAD to be recognised throughout government as a high quality source of innovative thinking and specialist advice across many sectors.

We therefore asked our clients how they rate us for:

- **innovation**
- **thought leadership**
- **clear and effective communication**

The results, where 10 is 'excellent' and 1 is 'very poor', are shown in the table below:



We strive to be seen throughout government as a source of high quality **thought leadership**. We contribute to debates where our specialist analysis and advice adds value. As part of this we also research, write and publish newsletters, bulletins, blogs and articles. These keep clients, stakeholders and website visitors up to date on important issues. Our people also organise cross-government seminars and make contributions to other public sector conferences, networks and working parties.

New ideas help us grow and strengthen our proposition through increased efficiency and greater **innovation**. In a practical sense, we see this as the application of better solutions to existing, new and even unarticulated client needs.

Although we were pleased with responses around the question of GAD's clear and effective **communication**, we are not complacent. We will continue to look at all the ways we can improve on the feedback scores especially those for innovation.

Overall, the feedback from clients reflects the largely positive experience they have with GAD. Here's a representative sample of the comments received:

- “always providing clear and readily understandable briefs to the client”
- “extremely helpful in introducing innovation in the work they perform for us”
- “very good at coming forward with solutions to the ever changing pension world issues as they arise”
- “always willing to take me through complex issues ensuring I have a clear understanding”
- “their professionalism, enthusiasm and motivation is very evident”
- “having staff work at our offices for 1 day a week is extremely helpful”

Martin Clarke
Government Actuary

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Feedback from clients remained excellent and this has led to further assignments as a result of our growing reputation and profile.

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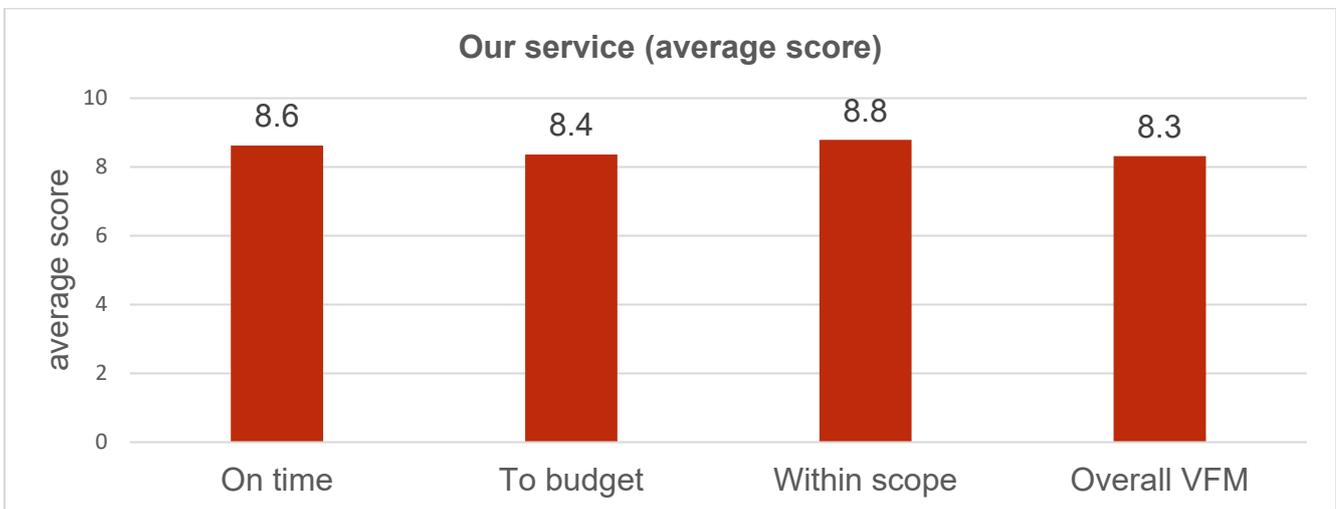
Our service

We strive to continuously improve both the quality and value of our professional services and to enhance those services through new ideas and innovation. We're also committed to providing a high quality service that is on time, to budget and within scope.

We asked our clients how they rate our ability to deliver a service that is:

- on time
- to budget
- within scope
- overall value for money

The results, where 10 is 'excellent' and 1 is 'very poor', are shown in the graphs below:



Overall we are pleased with the scores from clients showing GAD delivers work on time (with 81% of respondents scoring us at least 8) and within scope (86% scoring us at least 8). However, only 75% of clients gave us high scores for delivering on budget and for being value for money. So we know there is room for improvement on all aspects of our service and will strive to improve further.

Among the ways we are already addressing this is creating extra focus on training and client engagement, and strengthening project management skills.

Some of our clients have experience of other service providers, including other government shared service providers and private sector consultancy firms. We asked how GAD compares. The general consensus is that we compare very favourably, with comments such as:

“

The only suitable organisation able to meet our specialist needs, and being part of the 'government family' are able to operate confidentially.

”

“

Exceptionally well – hence colleagues are heavily embedded in a fully collaborative manner.

”

“

Without doubt, service is on a par, if not better.

”

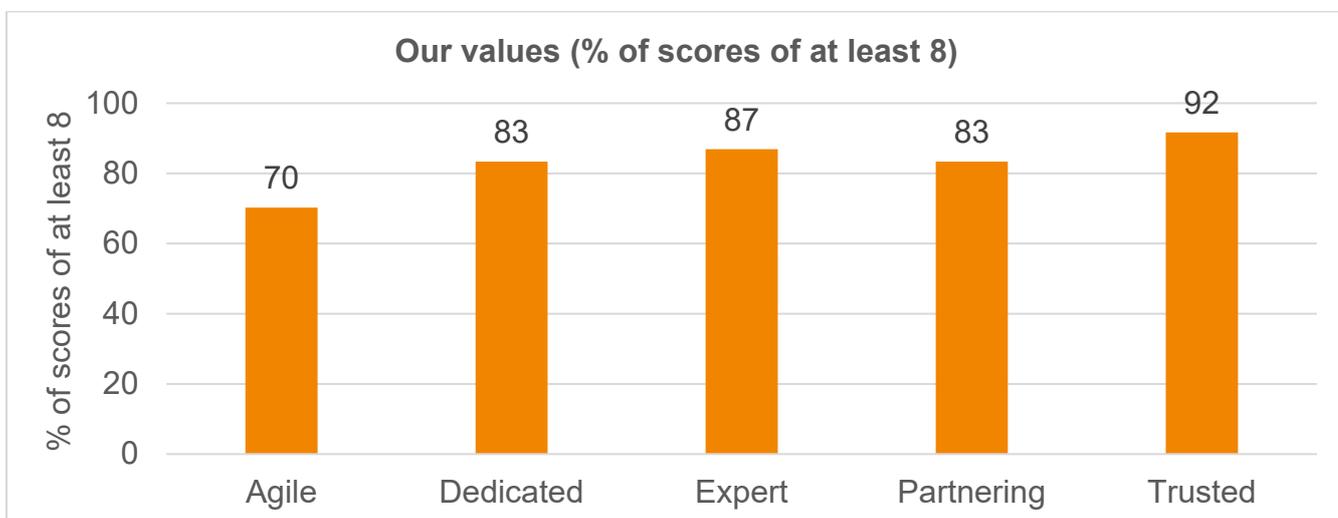
Our values

In addition to the [core values of the Civil Service](#) (integrity, honesty, objectivity and impartiality), people in GAD deliver work that reflects our values of agile, dedicated, expert, partnering and trusted.

We work in an **agile** way by employing technical innovation and flexible working to meet the evolving needs of our clients. Our people are **dedicated** to client care and they deliver timely advice, as well as first class and cost-effective customer service. We focus on the quality of our **expert** analysis to provide robust assurance on decision making. We work with our clients, **partnering** and understanding their business needs and developing solutions that add value for them. As experts we are **trusted** to deliver a professional service with integrity.

We asked our clients whether they believe we've demonstrated each of these values in our interaction with them.

The results, where 10 is 'always' and 1 is 'never', are shown in the graphs below:



We are pleased to be rated highly for demonstrating the majority of our values, and especially pleased to be very highly rated for being trusted. However, we recognise we need to improve our approach to agile working.

We are addressing this in a number of ways by:

- developing as a **learning organisation** so that we modify our approach to reflect new knowledge and insights
- continuing to train and recruit **high calibre staff**
- implementing a **secondment programme** which provides invaluable experience with organisations from both the public and private sectors
- building a more **experimental culture**, where people can propose and create change
- delivering an improved approach to **line management**

In the complementary in-depth telephone interviews mentioned earlier, clients were asked which 3 words they'd use to describe GAD. The words chosen are illustrated below and align with our values. GAD is seen to be professional, reliable and trusted.



Summary

Our 2020 vision for GAD is to:

- be recognised throughout government as a high quality source of innovative thinking and specialist advice across many sectors
- substantially enhance our reputation for efficiency and value for money
- achieve high levels of consistency and standardisation in our operations and business processes
- be widely recognised for our development of analytical, actuarial and business skills in our people

To achieve this vision, our top priority for the year ahead will continue to be the delivery of high quality actuarial expertise to our clients that satisfies their requirements. This should also offer genuine insights, be provided in a timely way and be efficiently delivered within budget.

We asked our clients whether they would recommend our services to colleagues.

The results are shown in the table below:

Recommend GAD services	
Percentage saying yes	99%

Our clients are the core of GAD's work. So, we'd like to thank everyone for taking the time to reply to the survey and providing feedback. This annual survey is invaluable to GAD as it provides pointers for potential and highlights areas for improvement.

We'll continue to seek regular and meaningful feedback from our clients in a variety of ways. This will help us achieve our mission to support effective decision-making and robust reporting within government as the first choice provider of actuarial and specialist analysis, advice and assurance.

For more details about the survey or about the services we offer contact us at:
enquiries@gad.gov.uk.