



Working Party Research Topic/Title:	Actuarial Strategy and Development
Practice Area Research Committee Member Shadow:	Kathryn Moore
Source of idea/"Initiator":	Refresh of Developing Your Reserving Team WP to now cover other areas of actuarial practice that may sit under chief actuaries
Working Party Chair:	Sanjiv Sharma
What issue is this research topic trying to address:	There are ten objectives which are outlined on page 3.
Who will be the audience for this research: <i>(We need to understand who we believe this research will be of interest to – to ensure we have an end consumer for the research)</i>	Chief Actuaries, Heads of Actuarial, Heads of Reserving and Capital. Possibly also leaders of other teams with an actuarial component.
What do we see as being the output/deliverables of this research:	See page 3.
What are the time scales of this research:	Open ended but expect to share first outputs of research in roughly 12 months and to GIRO 2025
What previous work has been done in this area recently, within the profession please email libraries@actuaries.org.uk , other professions/academia:	DYRT has performed work in this area specific to reserving. Consultancies perform related surveys from time to time.
Will 3 rd party data be used? If so a protocol will be developed to support you	TBC
Proposed membership: <i>The IFoA is registered as a Data Controller in terms of the Data Protection Act 1998. The contact details provided (i.e. names and email addresses) will be shared among the members of this working party, the Practice Area Research Committee and the relevant Practice Area Board in relation to the research topic detailed above. The information provided will be used for the purposes of facilitating the completion of the proposed research. The IFoA will not pass your personal information to any other third party without your consent. If you would prefer that your details are not shared in this way, please contact a member of the Communities Team.</i> Professional.communities@actuaries.org.uk	TBC
If currently operational, add list of members:	Sanjiv Sharma (chair), Phil Dixon, Paul Goodenough
Additional volunteers required:	5
Frequency and type of meeting:	In London bi-monthly, hybrid/virtual where in person won't work.
Engagement with external stakeholders – Public Affairs will support and arrange for you	Survey and then publicity of results may need support
IFoA resource and support required: <i>The Communities Team and Research and Knowledge teams can offer various levels of support during the life of your working party; however we would ask that a member of your working party be responsible for keeping minutes or action points from each of your meetings.</i>	TBC



It is important that the working party provides updates to the Communities Manager on an on-going basis, preferably after every meeting. This will ensure that the Board and other committees are kept informed of the work of the working party.

	DYRT objectives	Completed or adopt?	New objectives for DYAT
1	Identify the extent of the common challenges within reserving teams across the industry and summarise key issues and concerns	Update	Identify the extent of the common challenges within actuarial teams across the industry and summarise key issues and concerns
3	Define the strategic and tactical roles of the reserving teams/function within an organisation	Update	Understand the strategic roles of the actuarial skill set and function within an organisation and where the scope of this can be extended Understand the impact of new or advancing technology such as artificial intelligence, machine learning and the use of advanced analytics on actuarial teams and their ways of working. Understand the current state of a typical actuarial career path and its recent and future trajectory.
5	Discuss structures that allow greater flexibility and respond to new challenges	Adopt	Discuss structures that allow greater flexibility and respond to new challenges
2	Outline a framework for greater strategic thinking and how to provide commercial relevance and added value of the reserving teams	Update	Outline a framework for strategic thinking including the potential to incorporate new or advancing technologies, how to maximise commercial relevance and the added value of actuarial expertise within insurers.
4	Analyse barriers and explore different operating models, including extending a reserving actuary's role into other areas of an organisation	Update	Outline different operating models, including the potential for extending the actuary's role into other areas of an organisation
7	Outline strategies for developing teams and advance knowledge	Update	Outline strategies for developing teams and supporting the evolving actuarial career path/path to chief actuary.
8	Identify training and knowledge sharing processes to advance change management, project delivery and project assurance	Discard	
9	Share ideas of improving management efficiency models and team retention	Discard	
6	Communicate the output to the wider GI profession to develop and advance current and future reserving teams.	Update	Communicate the output to the wider GI profession to develop and advance current and future actuarial teams.
10	Outline a way forward for the working party to enable future consultation for members and sustain an open dialogue with the wider profession	Adopt	Outline a way forward for the working party to enable future consultation for members and sustain an open dialogue with the wider profession



Working Party Terms of Reference

(In conjunction with the 'Guidance for Member Led Research Working Parties' and the Volunteer Induction Pack)

Legal Issues to Note

Intellectual property issues

As our members and the wider public will appreciate, we want to ensure that the work produced by our working parties remains the intellectual property of the IFoA and not of individual members, their employers or of the working party itself. This means that that work can be used and disseminated by the IFoA to its members, stakeholders and the wider public to advance all matters relevant to actuarial science and promote the work of the wider actuarial profession.

The IFoA is very grateful to the members and their employers for the time, effort and work which is devoted to the working parties for the shared benefit of all members and the public. However, we also appreciate that employers may have their own intellectual property rights in that material – or even license it to/from third parties – and we need to make sure that the working party is not using that material without the employer's, or third party's consent. Members should remember that they need to get the consent of their employer or relevant third party to bring that material to the working party to use.

In recognition of the support provided by individuals and their employers, all material which is permitted to be used will, of course, be credited – noting the sources or contributors by name in the final work product generated by our working parties. Employers can also raise their own profile by allowing staff to sit on working parties and to have their firms acknowledged as supporting contributors in the final products.

The IFoA has some very short consent forms for our members to use if they do wish to use their employer's or a third party's work which will enable the Executive to compile a list of contributors to be referenced in the final work product. Please approach your relevant Practices Manager for more details. Again, the IFoA cannot provide members with advice in relation to intellectual property law and members may need to consult their own in-house lawyers or external legal advisers about this if they are in any doubt as to their obligations or if they have any concerns.

Further guidance

- The [UK Intellectual Property Office](#) has some helpful guidance for members on basic intellectual property issues.
- The World Intellectual Property Office's website also provides some [helpful guidance on intellectual property matters](#).

Competition law issues

It is the IFoA's policy to comply with competition law – this applies both to the IFoA itself and to our members. Some working parties will come across competition law issues due to the nature of their research work. Members who are on such working parties must be aware of this issue and be prepared to take steps to avoid any breach of the relevant competition laws.

We have produced an informative video clip which sets out some helpful guidance that working party members should bear in mind regarding competition law. However, we cannot provide advice to members, individual members may need to consult their own in-house lawyers or external legal advisers about this if they are in any doubt as to their obligations or if they have any concerns.

For members who are interested, the IFoA has also produced a short note on competition law issues which may impact our working party members. (See Appendix B, page 15)

Further guidance

The Office of Fair Trading (OFT) investigates competition law issues and has some [handy guides](#) which members might find useful.

The OFT also mentions the [Competition Pro Bono Scheme](#) which offers some free legal advice to individuals and businesses who believe that their rights under competition law have been infringed or



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who are concerned that they may be in breach of any relevant laws. Members may also find this useful.

Conflicts of Interest

Consider any conflicts of interest issues which might arise by virtue of a member's membership on the working party and which might breach the [Actuaries' Code](#) provisions