

REPORTER

The electronic magazine of the United Kingdom Agency Chief Executives' Association

ACE Reporter

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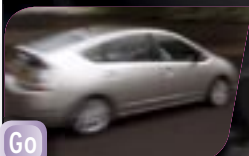
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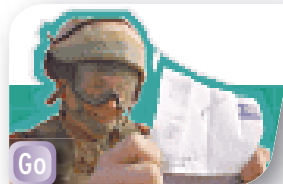
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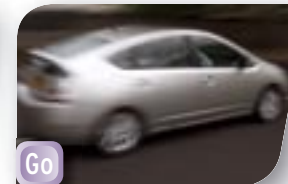
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ACE comes of age

Welcome to this edition of the ACE Newsletter, which we have the pleasure and privilege of publishing.

The ACE Association is about to come of age, with the first elections to a formally constituted Board taking place during the annual meeting at the ACE Conference. Make sure you are there to have your say!

The Conference will be addressed by Cabinet Secretary Sir Gus O'Donnell, who is likely to ask you to consider what percentage of your time you spend on your immediate work area compared to what you do for your department, or for the Civil Service as a whole. The ACE Association is an excellent way to increase your percentage contribution to deliver excellent, world-class, joined-up public services.

You will see many examples of

such excellence in this newsletter, including an award winning example of partnership working in the Planning Inspectorate and the headline grabbing activities of the Asset Recovery Service in ensuring that crime does not pay.

Enjoy the newsletter, and we look forward to seeing you at the Conference.



Katrine Sporle
Chief Executive
Planning Inspectorate
for England and Wales



Jane Earl
Chief Executive
Assets Recovery Service

Letter to the frontline

As well as raising morale, getting messages from home to frontline troops – fast! – has won a major award. The e-bluey one-to-one hybrid electronic mail system of BFPO (British Forces Post Office) is the current holder of the prestigious technology award of the annual UK Mail Conference and Exhibition.

The e-bluey service proved its credentials at the beginning of the war in Iraq when BFPO was faced with delivering more than a million letters a month to and from armed forces personnel deployed in the Gulf area. Some 200,000 went as e-blueys in the first month. Since then, the e-bluey web site has averaged a million visitors annually and now accounts for over half all BFPO letters sent to troops in Iraq and Afghanistan.

Letters can be written on a home PC or at an internet cafe. Only 24 hours later they can be in the hands of the recipients. At the far end, ruggedised laptops connected via satellite communications to the internet are used to download the encrypted files, which are then printed and distributed. An integrated Print-to-Mail printer that prints, folds and seals all e-blueys maintains confidentiality until they are opened by the recipient.



The service allows people at home to maintain regular, personal and private contact with British Armed Forces personnel serving in hazardous or remote locations or in isolated detachments. It also allows armed forces personnel to send e-blueys from their operational locations. An e-bluey system is due to be installed in Fiji during 2007.

The system has reduced the time to deliver correspondence to overseas locations from days to hours. Not only has it helped to improve the morale of armed forces personnel serving on operation, it has also made a significant contribution to improving the speed and reducing the costs of moving personal mail in the Defence environment.

The e-bluey service proved its credentials at the beginning of the war in Iraq when BFPO was faced with delivering more than a million letters a month

More information at: www.bfpo.org.uk

Travelling the green mile...

Keeping down the emissions is a lively concern today and helping you to do just that is the Green Cars service run by government employees for government employees. The environmentally friendly taxi-style service that reduces harmful emissions by up to 64% comes from the fleet of hybrid, LPG and bio-

diesel vehicles of GCD A (Government Car and Despatch Agency).

Star of the fleet is the Toyota Prius, a state-of-the-art hybrid car that as well as being popular with government ministers for official use has been sent up the celebrity rankings by its association with Hollywood stars Tom Hanks, Gwyneth Paltrow, Leonardo di Caprio and Cameron Diaz. Perhaps more to the point for government agencies, all the drivers are qualified advanced drivers and security cleared by government.

As well as keeping down the emissions, Green Cars can keep down the costs. Research has shown they are cheaper than radio-controlled cab

companies and savings of up to 33% have been demonstrated. Additionally, passengers will know exactly what the journey will cost when booking. The only chargeable extras are waiting time over 10 minutes and additional pick-ups/drop-offs.

Green Cars are already enjoyed by the Home Office, the Privy Council Office, DEFRA, DfES, the Department for Culture, Media and Sports, the Department of Constitutional Affairs, the Northern Ireland Office and the National Audit Office. As Roy Burke, GCD A CEX says: 'Of course the most environmentally friendly solution is to use public transport but where it is not suitable or practical Green Cars provides the best alternative.'

■ More information at: www.gcd a.gov.uk



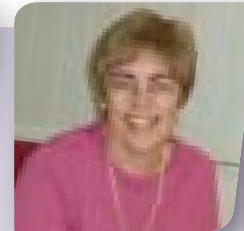
The environmentally friendly taxi-style service that reduces harmful emissions by up to 64% comes from the fleet of hybrid, LPG and bio-diesel vehicles

100 reasons for joining ACE

Since the re-launch under its new guise in the summer, ACE membership has soared to over the 100 mark. Chair Vanessa Lawrence, DG and CEX Ordnance Survey, said: 'New members are joining ACE at a faster rate than expected. This is great news. The bigger our network of members, the more success we will have at promoting effective government and sharing learning opportunities.'

Member 99 was Terry Moran, CEX Disability and Carers Service, who joined ACE to be part of a collective learning and sharing experience. 'Government has an ambitious agenda of transformation across the public sector to serve citizens more effectively. I believe ACE presents a real opportunity for learning from each other and where possible spot opportunities for joining up services where we have shared customers,' he said.

The Disability and Carers Service is an executive agency of the Department for Work and Pensions. It pays in excess of £14 billion in benefits and takes nearly 5million calls through its transformed national helpline.



...99, 100: Terry Moran and Elaine Morton who have both helped to grow ACE membership

Member 100 was Elaine Morton, CEX Independent Living Funds, a new NDPB (non-departmental public body) funded by the Department for Work and Pensions. A letter from Vanessa Lawrence was the catalyst for joining ACE. She has joined for two reasons, firstly, to be part of a network and secondly, to be aware of across-government issues.

'We are a new NDPB and I thought it was important to become involved in a network of NDPBs to be able to use the experiences of other NDBP CEXs who will have experience

of issues that are new to us,' she said. Listed as an NDPB in September 2005, ILF is still finalising details. 'A difference to most other NDPBs is that we have a board of trustees. We are still working out the mechanics to ensure the relationship between our sponsoring department and our board of trustees works to maximum effect.'

ILF provides financial assistance to more than 18,000 disabled people in the UK to enable them to live independently in the community rather than in residential care. It has an annual budget of more than £263 million.

- ACE is open to CEXs and senior managers who report to CEXs working in central government Executive Agencies, Non-Departmental Public Bodies, Non-Ministerial Departments and Trading Funds. It aims to generate networking opportunities and share good practice, experience and knowledge.

- Find out more at: www.ace.gov.uk

An ACE conference beckons

Bookings for the third ACE annual conference are going well. The two-day event, which will focus on Delivering in Partnership, is being held on 29/30 November at the National School for Government at Sunningdale Park, Ascot.

Speakers include Cabinet Secretary Sir Gus O'Donnell; Permanent Secretary of the National Assembly for Wales Sir John Shortidge; and Permanent Secretary at the Department for Transport David Rowlands. Unilever UK Chairman

Gavin Neath and Director General of the Driver Vehicle Operator Group at the Department for Transport Stephen Hickey complete the line-up together with a as yet unconfirmed 'very senior Cabinet Minister'.

ACE chair Vanessa Lawrence, DG and CEX Ordnance Survey, said: 'It is a very exciting line-up. We hope to build on the success of our inaugural event two years ago. I urge every ACE member – new and old – to make a special effort to be there. The more we can

get together to hear from key people and to network with each other, the stronger the Association gets.'

The annual conference will play host to the first formal AGM and election of officers for ACE. On Thursday 30 November at 11.15 a total of seven officers, including chair and vice chair, will be elected.

■ Check out the final conference programme and book on line at:

www.ace.gov.uk/conference

Stories of success

More than 40 agencies feature in the second edition of success stories from the member agencies of ACE, the Agency Chief Executives Association. Examples cover a wide range of activities from revolutionising communication between home and armed forces serving overseas to an improved method of applying for a driving test and approving a six-second beer dispensing system for use in a major sports stadium.

One of the main purposes for publishing the stories, *Delivering Successful Services for Citizens*, was to increase awareness of effective operational delivery in government. 'We firmly believe that learning from each other will lead to greater success and increase joined-up working,' said ACE chair Vanessa Lawrence, DG and CEX Ordnance Survey.

'Already we are seeing more and more specific initiatives involving closer links between organisations that improve the service experience for the customer. An

excellent example is Electronic Vehicle Licensing (EVL), which allows drivers to renew their tax discs on line or by phone instead of having to present paper documents. The service links vehicle records (DVLA) with motor insurance databases and test information (MOT). 'It has been created in direct response to customer demand and shows how DVLA is modernising its services to fit in with changing lifestyles.'

■ *Delivering Successful Services for Citizens* can be accessed, on the ACE website, www.ace.gov.uk

Celebrating diversity success

Awards recognising the outstanding achievements of civil servants in the field of diversity and equality were presented at the first Civil Service Diversity and Equality Awards at Lancaster House, London, in

October. Timed to coincide with the first anniversary of the Diversity 10-Point Plan, the awards celebrated excellence and success in policy, employment and service delivery. The awards ceremony was hosted by Rageh Omaar,

with awards presented by Sir Gus O'Donnell, Cabinet Secretary and Head of the Home Civil Service. Bill Jeffrey, Civil Service Diversity Champion, and Pat McFadden, Parliamentary Secretary for the Cabinet Office, made short speeches. More than 170 entries were received from across all regions, departments and agencies and from a wide range of diversity and equality areas. There were seven categories. Winners were:

- Improvement Award: The India Office, Department for International Development
- Innovation Award: Amanda Wadsworth, Jobcentre Plus
- Inspiration Award: The a:gender staff network
- Leadership Award: Wendy Benson, Ministry of Defence Police & Guarding Agency
- Outstanding Achievement: John Flanner, Her Majesty's Revenue and Customs
- Delivery of Customer Service Award: The Visually Impaired Media Unit, Her Majesty's Revenue and Customs
- Partnership Award: The Planning Inspectorate, Department for Communities and Local Government ... **more info**

NI drive to raise quality in health and social care

The new body charged with improving the quality of health and social care in Northern Ireland is now in place. A non-departmental public body with power to review and inspect, RQIA (Regulation and Quality Improvement Authority) has overall responsibility for monitoring and regulating the availability and quality of health and social care services.

It inspects health and social care services in Northern Ireland through reviews of clinical and social care governance arrangements; and regulates a wide range of health and social care services, based on new minimum care standards that will ensure patients, clients and carers know what quality they can expect to receive, and allow providers to

benchmark their service quality.

Sponsored by Department of Health, Social Services and Public Safety, RQIA is a sister body to the Healthcare Commission and National Institute for Clinical Excellence. RQIA Chief Executive Stella Burnside said:

'We are a young organisation. Our success will be measured by ensuring that high standards and quality improvement are at the heart of health and social care in Northern Ireland for both the general public, the users of the services, and the providers – public and private – delivering the services.'

■ For more information access: www.rqia.org.uk

New powers show crime doesn't pay

Court case was not the end of the pursuit for ARA. It went on to win a landmark forfeiture of more than £18m

A high profile case that caught front page headlines of an international businessman found not guilty of a large scale VAT fraud but who still paid back more than £18m brought the ARA (Assets Recovery Agency) into the media spotlight.

Acquitted of in a major financial fraud, Dylan Creaven nevertheless agreed to hand over £18m, his luxury villa in Marbella, a further 176,000 euros, and four racehorses, one of which won the 2005 Galway Hurdle.

The Guardian report said it was 'the biggest haul' for the ARA since it was set up three years ago to hunt down money it believed had been earned illicitly. Agreement was reached after what it called 'a pioneering



mediation tactic', a new move for the Agency in which a neutral QC 'shuttled back and forth between the two sides' until the final deal was hammered out.

ARA Director Jane Earl said, 'This case is our largest result so far. It demonstrates the power of civil recovery legislation in taking away the fruits of unlawful activity. This case means that

a proportion of the money stolen from the taxpayer through VAT fraud will be returned to the public purse, and it represents a significant achievement in the fight against VAT fraud which is not a victimless crime.'

Mr Creaven, who was based in London, was



New powers show crime doesn't pay

'We anticipated some lengthy and costly litigation, given our experience of getting cases through the civil litigation system'

accused of VAT fraud through his computer chip business in the Republic of Ireland and the ARA worked with the Criminal Assets Bureau of the Republic of Ireland. Presented with evidence gathered by ARA and CAB, Mr Creaven agreed to the forfeitures. The money will go to both bodies.

Mr Creaven's lawyers approached ARA to propose mediation. 'We thought long and hard about what to do,' said Earl. 'This was not a tactic we had used before. But we were set up with some new and unique powers to make sure crime doesn't pay and I took the view it was certainly worth trying. We were clear that if we entered into mediation, we did

not have to reach a deal if there was nothing on the table that was worth our while.

'We anticipated some lengthy and costly litigation, given our experience of getting cases through the civil litigation system. Mr Creaven had no fewer than eight lawyers advising him. We estimate that by doing this deal we saved in excess of £4m of legal fees and, assuming litigation would have taken some four years to complete, that the increased value of the deal is something over a £1m.

'Would we do it again? In suitable cases of course we would. However, we would only do so on the basis that a suitable deal can be achieved which meets our core purpose of



crime reduction and community reassurance. This means that there is never a no publicity deal on the table, and that we will always reserve the right to have full access to any property which has not been properly disclosed by the other side.'

Both parties need to win

Partnering a government agency with a commercial concern can involve trauma as well as triumph. A frank assessment of problems faced on the way to a robust relationship is given by AFPAA deputy CEX Peter Northen



Over the years, AFPAA (Armed Forces Personnel Administration Agency) has had a mixed experience of partnering with industry. We've learnt some hard lessons. We've had a partnership arrangement since 1998 with EDS Defence Ltd that has run the full gamut from near collapse to a substantially reconstructed contract in 2001 to the present robust relationship.

Our contract with EDS is for personnel administration and IT support. This is not just a simple customer-supplier relationship. EDS is an integral part of the Agency. Of our 1,950 staff, 1,400 are EDS. The strength of the partnership now was seen when it weathered the storms of a massive and complex contract change, worth some £250m, in 2004 for EDS to deliver the JPA (Joint Personnel Administration) system, the heart of one of the MOD's modernisation programmes, which is on track to complete its roll-out in 2007.

So why did we have such fundamental problems with the partnering early on and

Both parties need to win



Rebuilding effective partnering took a lot of time and effort and involved a number a key strands. The overriding lesson was that partnership demands much more than an appropriate contractual framework

how have they been overcome? Essentially, the original contract proved incapable of delivering a win-win for both parties and the resultant pressures in both organisations led to behaviour patterns in the Agency that were confrontational rather than truly collaborative.

Rebuilding effective partnering took a lot of time and effort and involved a number a

key strands. There was a significantly revised contract that shared 'efficiency' savings with regular reviews of partnering at a very senior level; joint MOD/EDS management structures at all levels from the management board down; and there was an emphasis on optimising behaviours to generate genuine teamwork.

The overriding lesson was that partnership demands much more than an appropriate contractual framework. It must recognise there can be no win/lose situations. There is only win/win or lose/lose. Partnering words are easy but without a crystal clear concept of the actions and behaviours required throughout, and constant reinforcement, the partnership could well break down when put to the test.

AFPAA has not found a set of magic bullets. There is still plenty of room for improvement in its partnering relationship and there are some nasty business risks circling the Agency's canoe. But AFPAA has acquired a lot of valuable and hard won partnering experience in day-to-day delivery, crisis management, and in the running of a very major business change project with a significant IT component.

■ An account of AFPAA's partnering with EDS appears in the success stories of member agencies, *Delivering Successful Services for Citizens*, on the ACE website, www.ace.gov.uk

BME graduates get lift up the ladder

Diversity and equality project takes the prize for partnership. Katrine Sporle, CEX Planning Inspectorate, fills in the background

Tomorrow's Planners, a project that enables organisations to set up traineeships for people from under-represented communities at national level, has won the partnership award at the first Civil Service Diversity and Equality Awards for the Planning Inspectorate of DCLG (Department for Communities and Local Government).

The traineeship provides training to graduates from BME communities to help them start their careers on an equal playing field. While on placement, candidates undertake a three year post-graduate course in planning.

DCLG aims to ensure we all live in prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all. The project, set up in 2002 under the provision of section 37 of the Race Relations Act, allows organisations to set up traineeships for people from under-represented BME (Black and Minority Ethnic) communities.

The origin of the project lies in the Planning



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BME graduates get lift up the ladder

The Department for Communities and Local Government (DCLG) aims to ensure we all live in prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all

Inspectorate (PINS), an agency of DCLG, which, over a period of time, has been seeking to bring more diversity to its largely white, male workforce of inspectors. While there had been a gradual increase in the number of female inspectors, the situation for BME planners was not so promising.

A special study was commissioned to establish the national picture, specifically in BME groups. It found just 1.7% of planners are from BME groups. Similar proportions were found in architecture and surveying but the Chartered Institute of Housing – at

8% – almost exactly matched the national average of 7.9%.

Since much of the work of planners, particularly in urban and inner city areas, involves these communities, it is essential they are represented in the diversity of the planners themselves. The Tomorrow's Planners' project set out to improve such BME under-representation.

The judges were impressed with the innovative use of positive action measures, involving collaboration with key partners in achieving real results. To date, 81 candidates

have participated on the programme, 17 of whom have secured full time posts before the end of their traineeship.

One of the candidates is now on a full time contract as a planning officer and the Planning Inspectorate have taken on a further three trainees over the past four years. The programme has also tackled the gender imbalance as 45% of the trainees are female. This has been of particular benefit for community cohesion and contributing to the delivery of sustainable communities.

■ More information about the Planning Inspectorate can be found at www.planning-inspectorate.gov.uk

■ For more information on Diversity Awards, contact **Dan Sweeney**

Help on hand to cut sickness absence

There is growing recognition that if the Government is to deliver on its drive for greater efficiencies, tackling the issue of absence from work has to be a key priority. Acas has written to all Civil Service permanent secretaries and chief executives of Agencies and NDPBs offering practical support in reducing sickness absence. Acas CEX John Taylor looks at some of the issues

Acas has been working with organisations to improve attendance management for more than 30 years. Our workplace advisers have a wealth of experience in this area, much of it within the public sector. Through the Acas Helpline and our training, publications, website, e-learning tools and workplace projects, we assist organisations on a daily basis.

There is growing recognition that if the Government is to deliver on its drive for

greater efficiencies, tackling the issue of absence from work has to be a key priority. We have written to all Civil Service permanent secretaries and chief executives of Agencies and NDPBs (Non Departmental Public Bodies) offering practical support in reducing sickness absence.

Helping public sector organisations to reduce the amount of days their employees lose from stress-related and other sickness absence is a key strategic objective for

Acas this operational year. To maximise the support, we have formed a number of strategic partnerships with policy makers and practitioner bodies.

We are working closely with the Health and Safety Executive (HSE) as Secretariat to the Health, Safety and Productivity Task Force to help implement its Delivery Plan. We are also working with the HSE in implementing its Stress Management Standards in key public sector areas through Strategic Implementation Plans.

There is currently considerable political pressure on reducing long-term absence in particular – driven by the economic and social impact of long-term sick leave. While there is evidence of progress in reducing short-term absence, tackling long-term absence is proving to be a particular challenge.

Last year's report on sickness absence in the civil service showed the average number of days lost per employee fell from 10.1 days in 2003 to 9.1 days in 2004. It seems that the Civil

Help on hand to cut sickness absence

Service is heading in the right direction on improving attendance management, but it is also clear that more work is needed to turn those figures into a trend.

Along with nearly every other public sector organisation in the UK, Acas has also been working hard over the past couple of years to enhance its own absence management policies and boost overall attendance levels. As well as being driven by the wider public policy agenda, we recognise the link between workers' health and productivity.

Health and productivity management are rising but slowly up the management agenda in this country. The relationship between the two is on a much more established footing in the US where there is no national health service to bear the brunt of workers' healthcare costs.

Acas' organisational approach to managing attendance includes the introduction of a revised policy to help line managers actively manage, record and monitor sickness absence. These policies and accompanying procedures set out clearly

the responsibilities of line managers, senior managers, HR and employees.

They contain clear guidelines to help managers take a pro-active approach to managing absence, including the application of trigger points to identify specific patterns of unauthorised absence that require a closer look. There is provision for return to work interviews and guidance on dealing with long-term absence, including a referral process to our occupational health provider.

Policies and procedures provide the infrastructure for managing attendance, but it is how those policies are implemented that is key to how effectively this is carried out. Line managers need to be competent and confident to tackle absence issues with individual employees and have those 'difficult conversations'.

HR, therefore, works closely with managers: as well as delivering training, HR advisers provide guidance and advice on the application of the procedures as well as on particular cases. Line managers are

also supported by their own managers on attendance issues.

Monitoring attendance and taking prompt action in cases of unauthorised absence is vital. At Acas, we advise line managers to conduct return to work interviews even after one day's absence. A formal review is carried out following 10 days absence, or three periods of absence (lasting one day or more) in a rolling twelve-month period. This pro-active approach is the key to encouraging an attendance culture.

Acas has made a significant step forward in how effectively the organisation manages attendance; in 2005, 4.75% of working days were lost due to sickness absence, an improvement on the previous year and comparable with some of the better performing Government departments. There is always room for improvement and we are determined to meet the more stringent targets set for the future.

Always prepared for a flu pandemic



One of the many environmental threats to which the Met Office is geared to respond is a flu pandemic. It must also be ready – like other agencies – to keep operating despite the ravages of a full flu pandemic on its own staff

Providing cover 24 hours a day, 365 days a year, the Met Office is at the forefront of the UK's defence in the event of a flu pandemic. Its emergency response service EMARC (Environmental Monitoring and Response Centre) can track and forecast the proliferation of any airborne virus — its dispersion models were used to assess the spread of foot and mouth disease in 2001 and, ultimately, help bring it under control.

Common to the impact and containment of all such events are critical weather forecasts from the Met Office, which has drawn up contingency plans to continue delivering these essential services should a flu pandemic affect its own operations.

Seasonal flu is, for most people, unpleasant but not life-threatening. Ordinary flu strains can be predicted so that a vaccine can be prepared in advance. In contrast, pandemic flu can occur at any time of the year and affect many more people.

Although pandemic flu is rare — the last

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Always prepared for a flu pandemic

The last flu pandemic is estimated to have killed 1million worldwide, 30,000 of those in the UK. Some scientists and the World Health Organisation warn there is now a substantial risk of another outbreak across Europe

one was experienced in 1968 and 1969 – the consequences can be devastating. The last flu pandemic is estimated to have killed 1million worldwide, 30,000 of those in the UK. Some scientists and the World Health Organisation warn there is now a substantial risk of another outbreak across Europe.

Symptoms are similar to ordinary flu but more pronounced, including the sudden onset of fever, cough, headache, severe weakness and fatigue, aching muscles and joints, and respiratory ailments like a sore throat and runny nose. Dangers include bronchitis, pneumonia and death. As the virus that causes the next pandemic will

be new, there will not be a vaccine ready at the start to protect against it and, unlike ordinary flu, people of all age groups will be at risk.

The main impact of a flu pandemic on the Met Office and many others would be reduced availability of staff due to sickness. There is also the potential for staff morale to drop, resulting in yet more absenteeism. This could increase the work pressure on remaining staff, raising stress levels further. The likely travel restrictions would probably disrupt suppliers, contractors and other critical external services such as maintenance and external mail. It is possible that income would reduce as customers were

forced to close their own businesses to avoid the pandemic spreading.

This may sound dramatic, but it is essential to assess the likely consequences of a flu pandemic to develop countermeasures to reduce its impacts. Met Office contingency plans – which it is preparing together with the Cabinet Office – include the identification of critical staff, should senior managers and their deputies be indisposed. The Met Office's vital role in helping predict and monitor the track of pandemic flu, as well as providing crucial forecasts, for example for aviation, means it is essential it remains operational throughout an outbreak of pandemic flu.

The Met Office has therefore developed standby procedures to enable it to respond to a variety of scenarios and has, for example, run practice sessions to prepare its senior managers and contingency teams. Some pandemics are, of course, relatively minor and, with the first warnings issued from EMARC, planners can be alerted to take action to rapidly limit the impact.

Feedback

Read something that interests you? Concerns you? Annoys you? Want a chance to put your view? Want to find out more? Whatever your view, please share it with us.

ACE Reporter is only as good as the contributions it gets. It is your e-magazine, meant to reflect ACE. Let us know if it is (or isn't) doing the job.

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ACE Reporter is published by the UK Agency Chief Executives' Association.



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More about ACE

ACE is the UK Agency Chief Executives' Association and is an inclusive organisation open to Chief Executives and senior managers who report to Chief Executives, working in central government Executive Agencies, Non-Departmental Public Bodies, Non-Ministerial Departments and Trading Funds. Other Chief Executives of public sector organisations will be able to apply for membership, but approval of membership will be subject to the agreement of the Board.

ACE promotes effective government and provides networking and learning opportunities for its members.

ACE was formed in May 2006 and exists to promote excellent working relationships throughout all aspects of government. It will seek, on an annual basis, to:

- Generate the opportunity for networking on the basis of an up to date database of contact details and specialisms.
- Produce regular newsletters for the purpose of promoting and sharing good practice, experience and knowledge.
- Organise an annual conference.

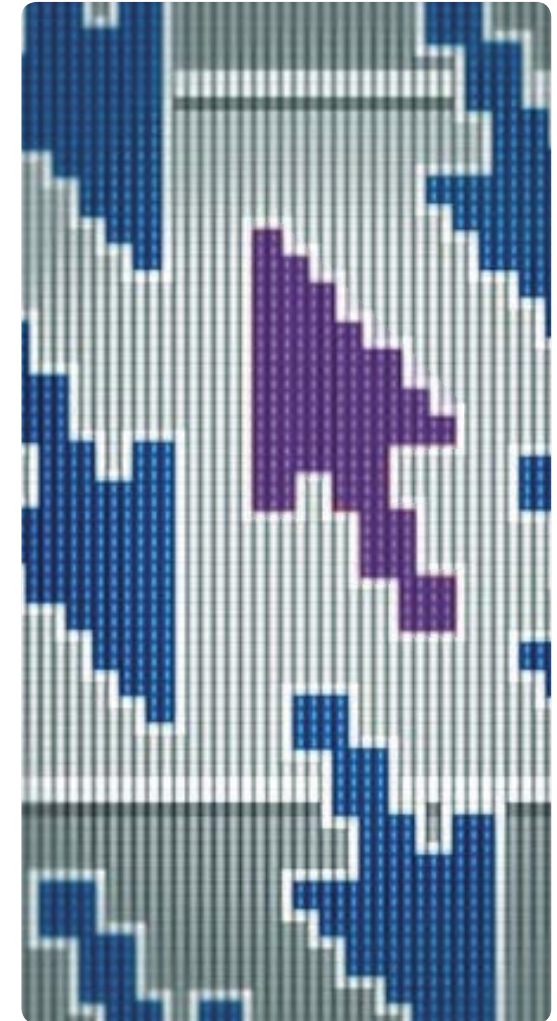
- Organise two events which:
 - Highlight priority areas of action for government; and
 - Offer specific opportunities for networking across the public and private sector
 - Provide a point of contact between the Civil Service Management Board (CSMB) and the Association and its members.

In undertaking the above ACE will neither seek to involve itself in policy development nor representative lobbying. Neither will ACE have the power to make decisions that would bind one, any or all of the members.

ACE is funded from member subscriptions.

The ACE London headquarters is located in the heart of Westminster and provides a range of facilities for members. This quiet and private location is ideal for relaxing, reading the current journals, meeting a colleague or simply having a cuppa. You can use the dedicated computer terminal to access the internet and read your emails.

- For a location map click [here](#).



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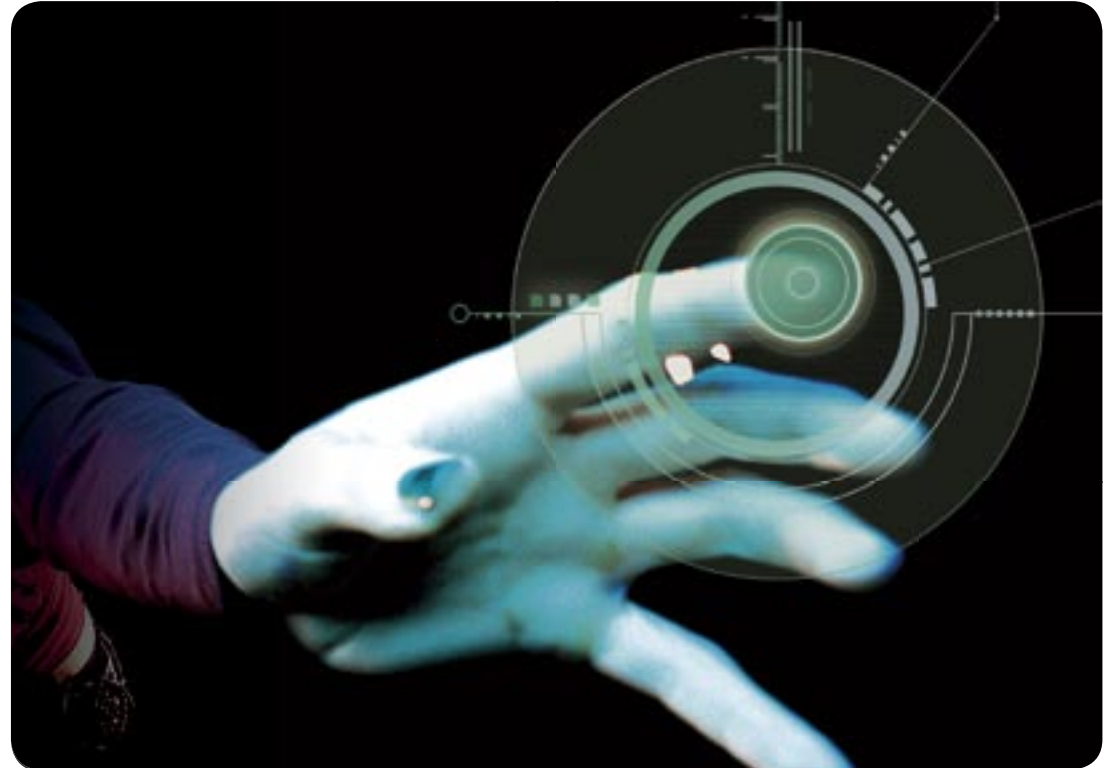
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A pdf file such as this offers screen-based information. Our contents page flags up all the stories in ACE Reporter. Just click on the story's title to go to that page. It's a fast way for busy readers to get to the information they want, as soon as they want it.

What's more, we recognise that some readers will want minute detail on certain topics while others will have different requirements.

Navigation tabs are provided on every page to guide you easily through the document.

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