



# Amicus Response to the Olympic Delivery Authority Draft Procurement Policy

## 1. Executive Summary

- 1.1 Amicus welcomes the commitment made by the Olympic Delivery Authority to a firm set of policies to determine procurement for the Olympics & Paralympics of London 2012.
- 1.1 Many of the policies set out by the ODA are consistent with our expectations. That said we also have concerns, which will be detailed within the following submission.
- 1.2 Amicus believes that the expectations of the ODA and its Delivery Partner can only be delivered with the transparent contribution of all stakeholders.
- 1.3 The procurement process and the policies which will determine it must be clear and committed to Trade Union participation.
- 1.4 Without such a commitment we are concerned that not only will workers and their interests be exploited but that the industrial relations stability needed to deliver the Games on time and budget will not be in existence.

# Background

## 2. Amicus the Union

- 2.1 Amicus is a new union establishing new traditions and structures relevant to the needs of our members who are currently experiencing life in the modern workplace.
- 2.2 It is the UK's largest private sector trade union and the fastest growing union in the public sector. With over 1.2 million members Amicus has members in a range of industries including, construction, financial services, manufacturing, print and media, the voluntary and non-profit sectors, local government and NHS health professionals.
- 2.3 It is dedicated to serving the best interests of its members and will seek to improve their standard of living and the quality of their lives through effective relationships with employers and Government.
- 2.4 Amicus is a campaigning union both in the workplace and on wider political and social issues at home and abroad. It regularly comments upon government initiatives and proposals and responds to a wide range of consultation documents.
- 2.5 Members are responsible for the building, repair and maintenance of key elements of Britain's infrastructure including energy sources, nuclear, gas and coal fired power stations, petrochemical refineries, chemical plants, pharmaceuticals, steel and other industrial output centres, structural steel for public and commercial building, major water treatment and steel bridge construction.
- 2.7 Our members are involved in all aspects of construction industry across the whole of the public and private sector, both in engineering construction and the installation of plumbing, heating and electrical systems.

## 3. Introduction

- 3.1 There can be little doubt that the Olympic & Paralympic Games of London 2012 are greatly anticipated
- 3.2 For many the Games are still an event some time in the distant future. But not to those considering the work that needs to be done and the urgency for a consistent procurement framework enshrined in enforceable policies.
- 3.3 To bring the year 2012 into perspective, it is worth considering that at the time of writing this document the London 2012 website reminds us that there are 5 years, 11 months, 20 days, 4 hours and 56 minutes to the opening ceremony (and considerably less by the time this document is in general circulation).

- 3.4 Notwithstanding the construction of the Olympic site itself, there will be significant infrastructure developments in one of the most deprived areas of the country and a knock on effect for the whole of the UK economy.
- 3.5 Amicus welcomes the statement made by Lord Coe, in his address to the TUC in September 2005, when he pledged to, “Work in partnership with Trade Unions and developers to ensure infrastructure is delivered on time, on budget and with appropriate levels of investment in skills, training and health & safety”.<sup>1</sup>
- 3.6 We should not lose sight of the fact that the Olympic & Paralympic Games of London 2012 will allow big business to enjoy great commercial privileges, supported and guaranteed by specific legislation recently passed by the British Parliament.
- 3.7 Amicus believes that the most robust procurement principles should be set in place to ensure that workers rights are protected and enshrined in policy.
- 3.8 This is a view shared by the Institute of Employment Rights who state that, “The Olympics and Paralympics are a global event reaching a global audience in which all who play a part should be required to demonstrate that they operate to the highest global standards”.<sup>2</sup>

#### **4. Impact on the UK Construction Industry**

- 4.1 The UK construction industry employs 1.4 million people. According to figures from the Department of Trade & Industry (DTI) it represents between 10% and 15% of Gross Domestic Product (GDP) depending on seasonal and market fluctuations. The industry further supports hundreds of thousands of jobs throughout the UK and is of vital importance to the economy.
- 4.2 With such a high profile event as London 2012 it is inevitable that industry commentators all have their perspective on the current and future state of the UK construction industry.
- 4.3 The fact that the work related to 2012 will not only increase the size and output of the construction industry in London & South East, but nationally, is not disputed.
- 4.4 However there are concerns, both relating to the increase in demand for resources and more specifically the predicted shortage of skilled workers for the construction industry.
- 4.5 **Resources**  
Even before we take into account the relative demand arising from the construction of the Olympic site itself, some industry experts are already predicting a 45% increase in infrastructure activity between 2008 and 2013. In the transport sector alone, included in such forecasts are projects such as:

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<sup>1</sup> [www.tuc.org.uk/economy/tuc-9023](http://www.tuc.org.uk/economy/tuc-9023)

<sup>2</sup> Global Right in Global Companies – Institute of Employment Rights May 2006

- Network Rail's plans to deliver the revised Thameslink 2000 scheme.
- The East London Line extension.
- The Thames Gateway Bridge at Becton.

4.6 We should also consider that the above are infrastructure developments directly related to London 2012. When we add in the work currently planned and underway at Heathrow, the Paddington basin, Wembley Stadium, Kings Cross and the extension of the Dockland Light Railway we begin to see the scale of the problem. On the same regional level we should also consider the development of the Thames Gateway and the proposed Crossrail scheme. If it goes ahead Crossrail will have a dual impact. Not only that of increasing demand for resources, but there is also likely to be a knock on effect in transporting materials to the Olympic site at Stratford. In addition there are current plans for the widening of the M25 motorway.

4.7 In respect of the proposed M25 widening project, the Highways Agency have commissioned research - undertaken by Orman Risk Analysts - on the potential impact on the industry of undertaking this £4.5billion worth of work in the run up to 2012.

4.8 The research takes into account current growth figures for the construction industry, provided by the DTI, and factors in all the new proposed construction work – including the Olympic Park. Using these calculations Orman Risk Analysts predict an additional £37billion of construction investment between 2006 and 2013 in London & the South East. They suggesting that by 2008 construction output in the region will have increased by 50% over the current £15billion per year.

4.9 **Labour**

As concerning for the industry will be the recent publication of the Construction Skills Network Report for 2006. Working on their calculations, the construction industry is expected to expand by 12.7% between 2006 and 2010. They predict that the industry will need an additional 348,000 workers over the next 4 years. The figures are further broken down by occupation and predict an average annual shortfall in key occupations, between 2006 and 2010, including:

- Electricians 8,130
- Plumbers 5,330
- Steel Erectors 1,150
- Scaffolders 900
- Plant Operatives 1,780
- Plant Mechanics/Fitters 1,920

4.10 These projected shortages are not an isolated estimate, nor are they being overlooked by industry commentators. It is not just the industry press that is reporting, "Crucial construction projects could be hit by skills shortage".<sup>3</sup>

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<sup>3</sup> Financial Times 21<sup>st</sup> November 2005

According to recent calculations from the Engineering Construction Industry Association 1,000 older workers are leaving the UK construction industry every year, these are not being replaced at the same ratio due to the cost involved of retaining apprentices. Significantly ECIA estimates suggest that of the 1,500 qualified steel erectors left in the UK construction industry (with an average age of 55) at least 500 will have retired by 2012. A sobering thought when we consider the importance of such occupations in the overall construction project, they are after all essential to any stadium construction.

- 4.11 Such forecast shortages are a fact not lost on the UK Government either, who have come up with some exceptional 'blue sky' thinking. The most head line grabbing solution was reported in the trade press earlier this year with headlines such as, "Olympic job maps out pros & cons".<sup>4</sup> This referred to proposals made by the then Home Secretary Charles Clarke MP in the Green Paper – A Five Year Strategy for Protecting the Public and Reducing Reoffending – that prisoners should be doing 10 million hours of community work by 2011. When questioned, Charles Clarke MP confirmed his aspiration that, "We hope this will include an important contribution towards the work necessary to prepare for the Olympic Games".<sup>5</sup> Unsurprisingly the then Interim ODA steered clear of the subsequent debate.
- 4.12 Amicus is concerned about the predicted shortages in skilled labour. With the continued expansion of the industry and the skills shortages cited above it is clear that alternative sources of labour are and will continue to be sought to fill the gap.
- 4.13 Even the London Chamber of Commerce & Industry (LCCI) are concerned about the influx of migrant labour, especially in London and the South East. In a report published in May 2006 they voice concerns about the influx of migrant labour that will be brought in on the construction of the Olympic site. The concern is not an economic one but rather that such an influx will deny the opportunities to provide skills training and employment to the local population.
- 4.14 They claim that the much cited 'skills legacy' may be hard to achieve believing that contractors are more likely to turn to the cheaper option of importing labour from Eastern Europe rather than investing in training up UK workers.
- 4.15 Speaking recently, Michael Cassidy – President of the LCCI – said, "Migrant labour is vital to the UK economy. But there is a real danger that firms which win Olympic contracts will view transient workers as a cheaper bet than training up the local population".<sup>6</sup>
- 4.16 Our view on this potential development will be set out in detail later in this document. However at this stage it is necessary to make clear our position on this issue - it is not xenophobic. The issue is one about exploitation and non-adherence to the national agreements within the construction industry.

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<sup>4</sup> Construction News 16<sup>th</sup> February 2006

<sup>5</sup> Construction News 16<sup>th</sup> February 2006

<sup>6</sup> H&V News 20<sup>th</sup> May 2006

# Olympic Delivery Authority Procurement Policy

In response to the specific detail contained within the draft Olympic Delivery Authority Procurement Policy:

## 5. Delivering the Programme

- 5.1 With delays in the construction of Wembley Stadium still fresh in the minds of the general public, commentators will no doubt draw comparisons. The debate will be fuelled by such headlines as, “Bookie Slashes Odds on Olympic Delays”.<sup>7</sup>
- 5.2 It is important at the very start of any consideration on the delivery of London 2012 to be mindful of the simple fact that the opening ceremony of the Olympic Games will not be moved back from the 27<sup>th</sup> July 2012.
- 5.3 Despite the negative press coverage we should have every confidence that the UK construction industry can deliver high quality sporting venues on a timescale.
- 5.4 Amicus welcomes the commitment in the draft Olympic Delivery Authority (ODA) Procurement Policy that the, “ODA will promote continuous improvement by ensuring that ODA, its contractors and their sub-contractors, transfer into and take on board lessons learnt from one project to the next similar project. This will include, where appropriate, lessons that have been learnt from earlier Olympic Games”.<sup>8</sup>
- 5.5 It is vital that the Trade Union voice is a central stakeholder in any debate on procurement. To this end we are encouraged by recent comments made by Tessa Jowell MP, Secretary of State for Culture, Media & Sport, that a framework would be, “negotiated with business and trade union representatives, as a benchmark”.<sup>9</sup>
- 5.6 These are encouraging signs for the Trade Unions. However the procurement process must be consistent, transparent and rigorous. We are concerned that any significant increase in the budget for the Games will not put an immediate ‘squeeze’ on workers rights. The interests of workers should not be sacrificed, at any time during the life of the project, for budget considerations.
- 5.7 With this, and other issues in mind, Amicus gives a cautious welcome to the commitment that the ODA will remain the Contracting Authority for the duration of the project. We would urge the ODA to ensure that a suitable framework exists to ensure that all contractors and sub-contractors engaged by the Delivery Partner comply with every aspect of the Procurement Policy & Code. It is also necessary to ensure that the same procedure applies to the Delivery Partner itself. Specific procurement procedures developed by the Delivery Partner should be consistent with the overall policies.

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<sup>7</sup> Construction News 3<sup>rd</sup> August 2006

<sup>8</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>9</sup> Personnel Today 31<sup>st</sup> January 2006

## 6. The Procurement Framework

- 6.1 Amicus recognises that the ODA must work within EU Public Procurement Directives and UK legislation.
- 6.2 Within this framework we would urge the ODA to comply with the first core principle of '2012 Construction Commitments' recently published by the Strategic Forum for Construction – that, "Procurement decisions will be transparent, made on best value rather than lower cost, use evaluation criteria and where appropriate, specialist advisors, whilst encouraging the contribution from smaller organisations".<sup>10</sup>
- 6.3 In terms of the supply chain we are concerned that the ODA commitment to electronic procurement does not have a negative impact on the role of small & medium sized enterprises (SMEs). We would seek that an objective procedure exists to ensure the ODA is consistent with its policy - that electronic procurement processes do not, "disadvantage those who are not in a position to do so, or where organisations with such a facility would have an unfair advantage over those which have not".<sup>11</sup>
- 6.4 In addition Amicus welcomes the ODA commitment that SMEs should not be disadvantaged by the financial appraisal of candidates.
- 6.5 Amicus is encouraged by the commitment made by the ODA that throughout the procurement process, "The ODA will apply weighting to evidence of environmental and sustainability management systems and socio-economic commitments as appropriate to the procurement taking place".<sup>12</sup>
- 6.6 Socio-economic considerations are, we believe, essential to the procurement process. Every commitment should be made within this process to facilitate the training and employment of both UK based and local workers. This becomes more relevant when we consider the economic deprivation of the east end of London.
- 6.7 A view shared by Eryl Smith, Executive Director of the Five Boroughs Olympic Programme, who recently stated that, "We know the host boroughs cannot meet all the jobs and skills requirements of the for the 21012 Games. But we are determined to equip as many local people as possible with the skills to take advantage of the employment opportunities that will be created during the construction, operation and legacy of the games".<sup>13</sup>
- 6.8 An assurance should be made under this criteria, that London 2012 will benefit primarily the UK economy, whilst being compliant with relevant legislation.

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<sup>10</sup> 2102 Construction Commitments July 2007

<sup>11</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>12</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>13</sup> Contract Journal 2<sup>nd</sup> August 2006

- 6.9 The commitment made within the procurement policy should also seek to ensure every support is given to the UK manufacturing base which is central to UK economy. Without such a consistent approach there will not be sustainable economic development to ensure long term prosperity for the newly qualified and trained UK based workers.
- 6.10 This is consistent with the expectation of the London Assembly that, “One of the key ways of achieving an economic legacy for the capital will be through the involvement of small London firms within the multi-billion pound procurement process supporting the Games”.<sup>14</sup>
- 6.11 After all we are confidently assured by the ODA that, “Businesses from all sectors across the UK will benefit from the opportunities created with the 2012 Games”.<sup>15</sup>

## **7. Governance**

- 7.1 Amicus welcomes the ODA commitment to establish advisory committees and sub-groups for each project. Trade Union involvement is essential as a key stakeholder in the overall process.
- 7.2 Every lesson should be learnt from the Sydney Olympics in 2000 when the Australian government collaborated with Unions and business to deliver what is generally regarded as the best Games to date.
- 7.3 Those considering the procurement process should be mindful of the Sydney experience, central to which was the ‘Principles of Co-operation Agreement’. This agreement was established between the Sydney Organising Committee and the Labour Council of New South Wales. The basis of the agreement was the acknowledgement that good industrial relations are essential to a productive and efficient workplace.
- 7.4 In addition, the agreement also established a joint co-ordination committee to resolve disputes, share information and negotiate other agreements as the project proceeded.
- 7.5 Whilst the Sydney experience is of the utmost relevance we should not lose sight of a shining example much closer to home. The current construction of Heathrow Terminal 5, which at time of writing is the largest construction site in Europe, provides an excellent example of collaborative working through an established and adhered to collective agreement. Specific detail of the Terminal 5 experience, and its relevance to London 2012, will be set out later in this document.

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<sup>14</sup> The Business of the Games, February 2006 - London Assembly

<sup>15</sup> [www.london2012.org/en](http://www.london2012.org/en)

## **8. Management of Risk and Opportunity**

- 8.1 Amicus recognises the huge complexity of the construction process for the Olympic site and its related infrastructure.
- 8.2 To ensure the necessary progression through the relevant stages of construction, the Delivery Partner must have the appropriate knowledge and understanding of the UK construction sector, added to a willingness to utilise the UK supply chain, on the basis of best value.
- 8.3 The ODA must make every effort to govern this process and ensure all contractors and sub-contractors are compliant with ODA policy.
- 8.4 To this end Amicus welcomes comments recently attributed to David Higgins - Chief Executive of the ODA – that, “The delivery partner has to have local knowledge and has to understand the local supply chain.”<sup>16</sup>
- 8.5 The involvement of the UK construction industry supply chain is essential to comply with the policy contained in the ‘2012 Construction Commitments’ that, “Supply chain partners will be required to demonstrate their competency, their commitment to integrated working, innovation, sustainability and to a culture of trust and transparency”.<sup>17</sup>
- 8.7 In addition every effort should be made to ensure that all agencies engaged by the procurement process hold the relevant Employers Liability Insurance compliant with UK legislation.

## **9. Seeking and Obtaining Value for Money**

- 9.1 Taking into account all the considerations cited above, Amicus is concerned that the commitment to ‘value for money’ over cost alone may over the duration of the process be overlooked, as time and budgets become tighter.
- 9.2 An open and transparent procedure must be in place to ensure that this commitment is maintained for the whole life of the project.
- 9.3 Amicus is also concerned about the proposal that, “The ODA will consider the possibility of bundling the procurement of goods and services with the sale of Olympic sponsorship rights.”<sup>18</sup>
- 9.4 Further clarification of this proposal is essential when we consider the fact that, “the International Olympic Movement is heavily dependent on transnational corporations for its funding, these corporations being rewarded with exclusive commercial deals”.<sup>19</sup>

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<sup>16</sup> Building 23<sup>rd</sup> June 2006

<sup>17</sup> 2102 Construction Commitments July 2007

<sup>18</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>19</sup> Global Right in Global Companies – Institute of Employment Rights May 2006

- 9.5 Sponsorship of London 2012 cannot be considered in isolation to the above fact. This is a further concern in our vision to see the London Olympics as a benefit, in the first instance, to the UK economy.

## **10. Procurement Values**

- 10.1 Amicus welcomes the ODA proposal to make a clear commitment to the importance of health & safety within the values of the procurement process. We believe that only the full involvement of the Trade Unions can guarantee the appropriate standards of health & safety are adhered to for the duration of the construction process and beyond.
- 10.2 The purchasing power of the London 2012 procurement process must be used to improve health & safety and ensure best practice. This commitment must be enshrined within the total procurement process and rigorously monitored and enforced.
- 10.3 We cannot again see a repeat of the Athens experience where 14 workers died on projects on or connected to the Olympics site and as many as 26 on related infrastructure.
- 10.4 Trade Unions are ideally placed to provide the latest training, information and advice to its representatives, members and employers to ensure that best practice is followed. Such involvement will allow the ODA to comply with its policy that, "Health & safety performance will be given the highest priority at all times by systematically identifying, assessing and managing health & safety risks".<sup>20</sup> This policy will be unsustainable without being enshrined in the procurement process and essential collective agreements.
- 10.5 This is a view shared by the Health & Safety Executive who inform us that, "Trade Union involvement in safety management is positive. Projects with Union representation have up to 50% lower injury rates whilst those with non-union safety committees have up to 40% lower rates".<sup>21</sup>
- 10.6 We are also encouraged by the establishment of the Strategic Forum for Construction and its publication of the 2012 Construction Commitments. All of the commitments made in this document need to be adhered to, the procedure to monitor their progress needs to be transparent, with the appropriate sanctions on any contractor and sub-contractor being consistent for non-compliance regardless of the size of the organisation.
- 10.7 Specifically in the area of health & safety we welcome the assurance that, "All professional and site staff will hold Construction Skills Certification Scheme (CSCS) cards or equivalent".<sup>22</sup> This needs to be monitored and effectively policed to ensure compliance.

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<sup>20</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>21</sup> Regulation & Recognition – Health & Safety Commission Consultation Paper 2004

<sup>22</sup> 2102 Construction Commitments July 2007

- 10.8 As with the commitment to health & safety, Amicus gives a cautious welcome to the ODA promise to use the procurement process to promote an equal opportunities policy.
- 10.9 Equal rights are a key priority for Amicus and we are committed to promoting equality and advancing the interests and improving the working conditions of members irrespective of age, gender, sexual orientation, ethnic or national origin, creed or disability.
- 10.10 The monitoring of the objective decisions made in this policy area needs to be open and transparent. This is especially relevant in the construction industry where the nature of the work is seasonal and transient. It must also be compliant with the commitment not to disadvantage SMEs.
- 10.11 Amicus is especially interested in the proposed policy 7.26 that, “The ODA will encourage all of its contractors and sub-contractors to have adequate provision for employee representation in the workplace (by Trade Union membership or other means), to enable quick and smooth resolution of conflict should it arise”.<sup>23</sup>
- 10.12 We believe that such a commitment can only be delivered with the full and transparent involvement of the Trade Unions and business through a consistent and negotiated collective agreement that this consistent across the whole project. This is an argument that will be detailed later in this document, with specific reference to the Unions experience at Heathrow Terminal 5.
- 10.13 With specific reference to draft policy 7.38 that, “The ODA will accept tenders from consortia of two or more organisations. The ODA will require any consortium to become a legal entity and to provide a clear explanation of the consortium’s own, internal management structure and processes before entering into the contract.”<sup>24</sup>
- 10.14 From our experience of current practices in the construction industry, Amicus would seek an assurance that this policy is adequately enforced to negate the possibility of UK firms utilising labour from consortia partners outside the UK to undercut agreed rates of pay and undermine the principle of the Posted Workers Directive. Our concerns of the issues raised by the Posted Workers Directive will be explained later in this document.

## **11. Communications and Stakeholder Engagement**

- 11.1 Amicus welcomes the ODA commitment to ‘optimise’ stakeholder involvement. For the reasons outlined earlier in this document, Amicus believes that Trade Union involvement is a key part of this process.
- 11.2 We have little doubt that business and specifically multi-national corporations have already made clear their expectations of London 2012. All those workers employed throughout the life of the Olympic project must also have a voice.

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<sup>23</sup> ODA Procurement Policy (draft for consultation) July 2006

<sup>24</sup> ODA Procurement Policy (draft for consultation) July 2006

11.3 We firmly believe that, without the direct involvement of Trade Unions many of the proposed procurement policies of the ODA will be unsustainable. For this very reason we look forward to being an active and vocal stakeholder in this process.

# The Amicus Position

## 12. The Importance of a Collective Agreement & the Trade Unions Experience of Heathrow Terminal 5

- 12.1 As briefly outlined earlier in this document, the construction of Heathrow Terminal 5 is a huge and vastly complicated project, yet it is on budget and slightly ahead of schedule. The health & safety record is also excellent, especially considering the size of the site.
- 12.2 This is not an isolated success story for the UK construction industry. However Amicus believes that it is highly significant when considering the procurement strategy for London 2012.
- 12.3 The total value of the Terminal 5 project, commissioned by the British Airports Authority (BAA), is reported to be in the region of £4.2billion. Included in the project - along with a new terminal building - are roads, car parks, other transport facilities, hotels and offices.
- 12.4 The overall project, due for final completion in 2011, has over 60 separate contractors and comprises of 16 major projects and 147 sub-projects on a site of 260 hectares.
- 12.5 Central to the agreement between BAA, its contractors and the Trade Unions are:
- A commitment to promoting direct employment.
  - Collective agreements for the project built upon (and no less favourable than) existing national agreements.
  - A partnership approach is adopted to encourage Trade Union involvement.
  - Specification of quality employment standards throughout the supply chain, with active monitoring.
  - Highest standards of health and safety.
  - An acknowledgment that trade unions have a substantial contribution to make to the project, so trade union membership is encouraged and the function of trade unions on site facilitated.
  - A commitment to building a learning environment in which there is broad access to training and learning at the workplace.
  - Brokerage of employment opportunities for local residents.
  - A shared commitment to equalities issues.

- 12.6 With such a high profile and successful project it is not surprising that many industry commentators and stakeholders are beginning to draw comparisons with London 2012.
- 12.7 There is a consensus view that the Major Projects Agreement (MPA) adopted for Terminal 5 has set new standards in organising major construction projects.
- 12.8 The MPA has firmly established its value to the client, contractors and workforce on the Heathrow Terminal 5 project, with enhanced welfare, health and safety, employment reward and industrial relations stability for a project of such a large size.
- 12.9 We should also recognise the proactive and interventionist approach taken by BAA. It is their rigorous and persistent monitoring of these high standards that has ensured that the contractors deliver on their obligations. Central to their ability to operate in this method is the open and recognised involvement of the Trade Unions.
- 12.10 We believe that the Terminal 5 experience cannot be ignored when considering the procurement framework for London 2012.
- 12.11 At this stage it is worth being reminded of the promise made by Lord Coe (following a recent fact finding visit to Beijing) to learn the lessons of Wembley, acknowledging that, “there were plenty of better examples of successful British construction projects, such as Heathrow Terminal 5 and the Arsenal stadium in North London”.<sup>25</sup>
- 12.12 The view that the ODA should adopt such a procurement policy for the Olympic project is not confined to Trade Union policy. As recently reported in the trade press, “In a poll by Construction News nearly 60% of more than 700 respondents said the ODA should use T5 cost-plus procurement to foster teamwork on the project”.<sup>26</sup>
- 12.13 As an objective measure of the relative success of the procurement strategy adopted at Terminal 5 it is worth considering the fact that Roger Bayliss, BAA’s Construction Director, remains committed to the procedure for future projects at Heathrow. This is even more significant when we consider the fact that BAA has currently budgeted for a £6.8billion investment programme at Heathrow, Gatwick & Stansted over the next ten years (including the redevelopment of Heathrow Terminal 2 in time for the Olympics).
- 12.14 It is essential that not only is there a positive legacy to the Games but that the total procurement strategy is also consistent with the high standards of the Olympic Movement. Any failure in this process will have the highest profile, not only in the UK media but across the world. Only stable industrial relations on site, with the active participation of the Trade Unions can ensure that projects are completed on schedule and that the highest standards of health & safety are met.

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<sup>25</sup> H&V News 15<sup>th</sup> April 2006

<sup>26</sup> Construction News 13<sup>th</sup> July 2006

- 12.15 Active participation of all stakeholders in the procurement process can only be ensured within a collective agreement which guarantees active Trade Union participation and sets the highest standards of employment practices.

*For independent & objective analysis of the Terminal 5 experience we have attached the Baker Mallett report – A Study of the Implementation of the Major Projects Agreement on the BAA Terminal 5 Programme, August 2005.*

### **13. Application of the Posted Workers Directive**

- 13.1 Expanding on the views expressed previously in this document, Amicus is concerned that the procurement policies set no parameters to monitor the application of the Posted Workers Directive. Clearly we are keen to ensure that the procurement process for London 2012 is consistent with the ethos of delivering a skills agenda for the future of the UK construction industry and the whole economy. At the same time we recognise that any procurement policies must comply with UK and EU legislation.
- 13.2 There should not be any misunderstanding of our position. Amicus is not seeking to exclude non-UK firms. However given our recent experiences of inconsistent practices within the UK construction industry we are keen to see that all workers employed on the London 2012 project are paid at the same collectively agreed rates. We are extremely concerned that the exploitation of non-UK workers will become the hidden legacy of London 2012. The procurement policies and collective agreements that arise from them should seek to ensure that this is not the case.
- 13.3 As a measure of the potential problem we need only look at the industry of employment agencies that has evolved to facilitate the supply of workers from overseas, particularly Eastern Europe, into the UK construction industry.
- 13.4 One such agency is 'Central European Staffing' that proudly announces on its website that, "We do not recruit in the UK and therefore we can offer you the opportunity to access resources that are not always available locally, for example, skilled and experienced tradesman for reasonable wages or labour for heavy and unpopular jobs". They go on to advise the prospective client that, "The level of the worker's salary depends on the client's decision. We look for people that agree to work for the pay offered by the client."<sup>27</sup>
- 13.5 It is our opinion that the working environment created by employers who utilise foreign workers creates a far from transparent working culture. In a significant number of cases overseas workers are discouraged from communicating with their UK counterparts on site let alone having a dialogue with Union representatives who would provide their only access to information on employment rights in the UK. We believe that this culture, coupled with the language barrier creates an extremely worrying situation where health & safety requirements are at best overlooked and at worst bypassed in favour of reducing costs.

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<sup>27</sup> [www.cestaffing.co.uk/](http://www.cestaffing.co.uk/)

13.6 Amicus believes that such an approach should be discouraged and is inconsistent with the legacy that the UK population want to see delivered from London 2102. The procurement policies adopted by the ODA should seek to apply the true spirit of the Posted Workers Directive - that all workers on the London 2012 site should be paid at the same rates of pay regardless of their country of origin.

## **14. Conclusion**

14.1 Amicus welcomes the commitment made by the ODA to a firm set of policies to determine procurement for London 2012.

14.2 Many of the policies set out by the ODA are consistent with our expectations. That said we also have concerns, voiced earlier in this document but worth repeating.

- Further clarity needs to be provided on the suggestion of 'employee representation'.
- A commitment to the provision for Trade Union Membership needs to be made within the procurement policies.
- Consistent with a commitment to Trade Union membership, access and facilities agreements need to be enshrined within the procurement policies.

14.3 Amicus believes that the expectations of the ODA and its Delivery Partner can only be delivered with the transparent contribution of all stakeholders.

14.4 The procurement process and the policies which will determine it must be clear and committed to Trade Union participation. This is a view shared by the Mayor of London, Ken Livingstone, and articulated at the TUC Olympics presentation on the 13th September 2005 when he stated that, "We have drawn up an initial statement of principles about the things we want built into all the contracts, not just environmental sustainability but recognition of trades unions".<sup>28</sup>

14.5 Without such a commitment we are concerned that not only will workers and their interests be exploited but that the industrial relations stability needed to deliver the Games on time and budget will not be in existence.

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<sup>28</sup> <http://www.tuc.org.uk/congress/tuc-10554-f0.cfm>



**amicus**  
the union

**APHC**

**ECA**

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**SELECT**

**BM** **BAKER ♦ MALLETT**

# A Study of the Implementation of the Major Projects Agreement on the **BAA Terminal 5 Programme**

AUGUST 2005

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## August 2005

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### FOREWORD

The Major Projects Agreement (MPA) provides a new performance and employment framework for the Mechanical, Electrical and Plumbing disciplines on major projects. The MPA has been negotiated by the following parties:

- Amicus
- The Association of Plumbing and Heating Contractors
- The Electrical Contractors' Association
- The Heating and Ventilating Contractors' Association
- SELECT (The Electrical Contractors' Association of Scotland)

The Major Projects Agreement Forum has been established to take responsibility for the MPA and comprises representatives of the signatory parties. The Forum is chaired by Sir Michael Latham.

The MPA was adopted by BAA for its Heathrow Terminal 5 Programme and has been in place on site since December 2003. A Supplementary Project Agreement (SPA) has been negotiated under the terms of the MPA to ensure that the needs of the Terminal 5 Programme are captured by the MPA on this unique project.

The Terminal 5 Joint Council was inaugurated in January 2004. The Joint Council is the key institution at site level and it has taken responsibility for the effective implementation of the MPA and SPA and for the resolution of issues in a spirit of joint working and partnership. The Joint Council provides a vehicle for representatives of Amicus and the first tier suppliers to review progress and address issues each month.

Baker Mallett was appointed by the MPA Forum as the Independent Auditor to the Terminal 5 Programme in April 2004. The company provides an independent compliance audit service to the Joint Council.



Given their independent role, Baker Mallett was a natural choice to undertake a study on behalf of the MPA Forum on the impact of the MPA at Terminal 5. The scope of the study was on the following key aspects of the MPA:

- Performance and Productivity
- Integrated Team Working
- Working Practices

These aspects were selected for the study because they are fundamental to the delivery of improved overall performance to BAA and other potential clients of the MPA. Although the industrial relations record was not part of the study it is worth mentioning that over 1 million manhours have been worked to date under the scope of the MPA without the loss of any time to industrial action.

BAA had the courage to adopt the MPA and should be congratulated for their decision. The benefits of the MPA for the Terminal 5 Programme are evident in this study but there is no room for complacency. Action plans will now be developed to address issues which require attention.

Other clients who are considering the adoption of the MPA for their major projects will find persuasive evidence within this study that it is delivering significantly improved performance and productivity when compared to the traditional approach of the past.

The study shows that productivity is higher under the MPA, Integrated Team Working has been introduced successfully and changes in working practices, particularly the maximum utilisation of working hours, is contributing to enhanced overall performance.

Further information about the Major Projects Agreement and the Supplementary Project Agreement for Terminal 5 may be found at the MPA website at [www.mpaforum.org.uk](http://www.mpaforum.org.uk). I can be contacted by telephone on 020 7313 4845 or by e-mail at [contact@mpaforum.org.uk](mailto:contact@mpaforum.org.uk)

**Steve Brawley** – Secretary to the Major Projects Agreement Forum



## PREFACE

This study was prepared by Baker Mallett on behalf of the Major Projects Agreement Forum. Baker Mallett's experience as Independent Compliance Auditors is extensive, having been appointed in this role for the Mechanical and Electrical element of over 20 major projects and for a period in excess of 25 years. The company were major contributors to the drafting of early Site Agreements from which many of today's National Working Rule Agreements have evolved.

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## METHODOLOGY

- Baker Mallett interviewed a cross-section of representatives of M&E suppliers at the Terminal 5 Programme including tradesmen, supervisors, union representatives and managers. Evidence was also submitted by the T5 Joint Council. A total of 24 individuals attended structured interviews which each lasted around 45-50 minutes.
- Prior to the interviews each of those invited to attend was issued with a questionnaire and this formed the framework for the evidence taken during the interview process. Evidence was taken in the form of answers to the questions and these answers were amplified in subsequent discussion. The questionnaire was given in full to all participants but was structured with 8 questions for all parties, 6 questions for Employers' representatives and 3 questions for Amicus representatives.
- Two representatives of Baker Mallett carried out the interviews and each one prepared individual notes. These notes were subsequently scrutinized and found to contain only minimal differences. The replies and discussion points were recorded and the findings are summarised later in this Study.
- Baker Mallett explained to all individuals giving evidence that Baker Mallett is fully independent and that the anonymity of those submitting evidence was guaranteed. They were assured that all information submitted and opinions voiced would be pooled in the Study. This was an essential factor in gaining the confidence of the interviewees and eliciting their true views and opinions.
- Some attendees indicated that they had discussed the questionnaire with colleagues, or in the case of Amicus representatives, with Amicus members and their views were reflected in the answers given and discussions that followed. This has broadened the base of the Study.
- Data for other elements of the Study such as authorised and unauthorised lost time have been taken from the Auditor's monthly reports prepared for the T5 Joint Council together with combined data from other major mechanical and electrical projects throughout the UK on which Baker Mallett has acted as Independent Compliance Auditors.

**QUESTION 1 – All Respondents**

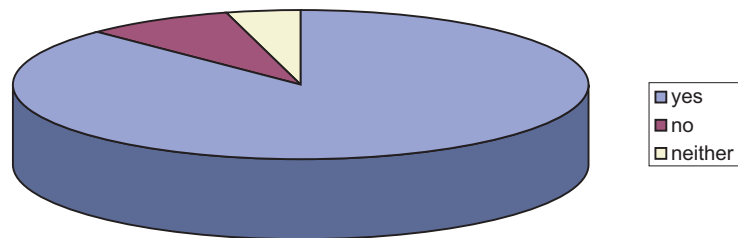
*What improvements to the Project have resulted from the implementation of the Major Projects Agreement (MPA)?*

**BACKGROUND**

The Major Projects Agreement was introduced on the Terminal 5 Programme in December 2003. Whilst a relatively small number of M&E employees worked on the Programme at that time, the majority of respondents arrived on site after this date and they were invited to compare the MPA with the approach taken on non-MPA major projects.

**FINDINGS**

**88% of respondents thought that the Programme had improved as a result of introducing the MPA and the SPA. The reasons cited were pay alignment, co-operation between suppliers, consistency of application and the resultant efficiencies, retention of labour and high levels of earnings. 8% of respondents thought that the project had not improved since the introduction of MPA. 4% of respondents were unable to comment because they had been employed on site for a short time.**



**CONCLUSION**

The great majority of all respondents felt that the MPA and SPA had resulted in improvements to the Terminal 5 Programme.

**QUESTION 2 – All Respondents**

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*What differences do you discern between this project and other major projects you have been involved with?*

**BACKGROUND**

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Many of the respondents had worked on other major projects but the Terminal 5 Programme, as the first project to adopt the MPA, provided a point of comparison. Working hours at Terminal 5 are constrained by the terms of the planning consents granted to BAA and most construction activity is not permitted after 4.00 pm on Saturday or on Sunday.

**FINDINGS**

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**Differences experienced between other major projects and T5 were mainly favourable to Terminal 5 and were stated as being higher level of training, structured working hours, good relationship between the first tier suppliers and consistency of terms and conditions, although reference was made to the perceived restrictions on weekend overtime working at the site.**

**CONCLUSION**

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A number of positive factors were cited in favour of the MPA and SPA at Terminal 5. There may be scope to communicate and clarify the planning constraints which apply to working hours at the weekend.

QUESTION 3 – **All Respondents**

*What do you see as the benefits of Integrated Team Working as applied on T5?*

**BACKGROUND**

Integrated Team Working is a new concept, which has been introduced by the MPA. It provides for the optimum utilisation of the skills of the M&E trades by working together to improve performance and productivity.

**FINDINGS**

**Integrated Team Working is a fundamental aspect of the MPA. The respondents' comments about the benefits of integrated team working included references to co-operation and a better understanding between trades, reduction in 'blame culture', better communications and better understanding of other disciplines by supervisors. A small number of respondents felt that there was scope for further improvement in the application of Integrated Team Working.**

**CONCLUSION**

**Integrated Team Working delivers clear benefits to the Terminal 5 Programme. There may be scope to further improve its application.**

QUESTION 4 – **All Respondents**

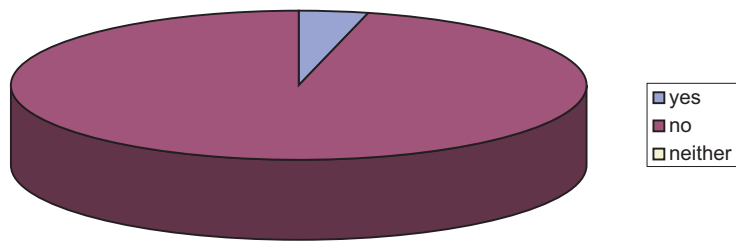
*Are there any demarcation problems or benefits associated with having the electrical, mechanical and plumbing disciplines working together?*

**BACKGROUND**

It was felt that Integrated Team Working, as a new concept, might have led to demarcation problems between the traditional trade disciplines.

**FINDINGS**

**Almost all respondents reported that there were no demarcation problems arising from Integrated Team Working and the concept was generally felt to be beneficial.**



**CONCLUSION**

Integrated Team Working has not resulted in demarcation problems.

QUESTION 5 – **All Respondents**

*What benefits do you associate with the introduction of the Independent Auditor’s role?*

**BACKGROUND**

Baker Mallett has been appointed as the Independent Auditor to provide a compliance audit service to the Terminal 5 Joint Council. It also monitors the delivery of Key Performance Indicators and calculates employee travel times and distances for all in-scope suppliers. The company attends the meetings of the Joint Council and provides a monthly report to the Council.

**FINDINGS**

**All respondents agreed that the presence of an independent auditor was a benefit to the project. Representatives of the workforce felt that its independent status was helpful in ensuring employee acceptance of its decisions. The Terminal 5 Joint Council gains value from the Key Performance Indicators the Auditor provides.**

**CONCLUSION**

The independence of the Auditor is respected and its role appears to be valued. The current Key Performance Indicators should be reviewed to confirm their relevance.

## QUESTION 6 – All Respondents

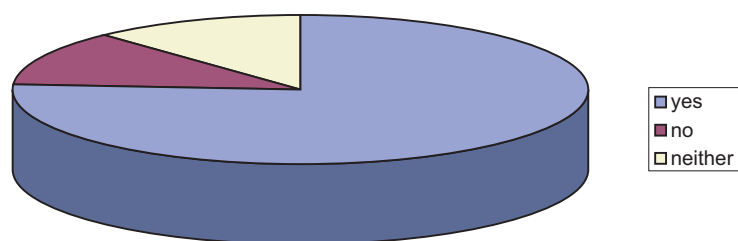
*Do you think the three disciplines should be drawn even closer together under the MPA in future?*

### BACKGROUND

The Major Projects Agreement is an 'enabling' agreement which pulls together the existing collective agreements which cover the mechanical (HVCA), electrical (JIB) and plumbing (JIBPMES) disciplines on a major project which is covered by the terms of the MPA. Future possibilities include a closer harmonisation of the three existing agreements on major projects.

### FINDINGS

Under the MPA and SPA, all in-scope disciplines receive a common level of payment for enhanced performance and productivity in addition to the standard industry hourly rates. At T5 there is also a common scale of local mileage for journeys to site of up to 20 miles, which supplements the national working rules. Respondents were asked if they thought there was scope for the three disciplines to be brought closer together on future major projects which are covered by the MPA. Examples of areas which respondents felt might in future be covered included harmonisation of the industry hourly rates, common levels of travel allowances etc. 76% of respondents were in favour of the principle of further harmonisation but many respondents were concerned that any further harmonisation should not reduce their current entitlements.



### CONCLUSION

There may be scope to introduce some further harmonisation of terms and conditions under the MPA in future but there are concerns over the implications for individual entitlements.

**QUESTION 7 – All Respondents**

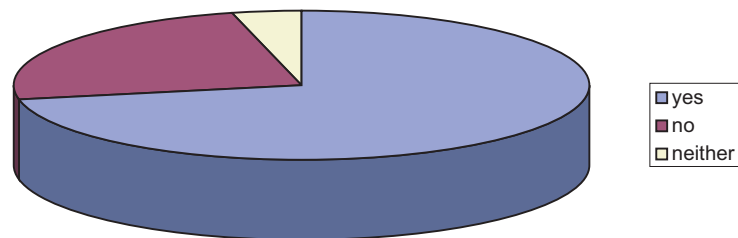
*Has the introduction of the MPA resulted in any problems?*

**BACKGROUND**

The MPA provides for the introduction of 'top-up' labour through an agency, in accordance with the appropriate National Agreements. A Construction Support Services contractor (labour agency) was introduced in April 2005. Salaried Supervisors were paid a T5 supplement of £3,200 per annum from April 2005.

**FINDINGS**

**72% of respondents stated that the introduction of the MPA had led to some problems. Three main issues were cited. These were the perceived constraints on overtime working, the use of the Construction Support Services contractor and concern by salaried supervisors that the differentials between this group and the workforce had been eroded.**

**CONCLUSION**

The conclusion to Question 2 refers to the perception of constraints on overtime working. There may be scope to address the concerns over the use of 'agency' labour and the concerns expressed by salaried supervisors over their pay differentials with the hourly paid workforce.

**QUESTION 8 – All Respondents**

*How should the MPA be improved for future projects?*

**BACKGROUND**

The terms of the SPA include provision for meetings between individual employees and shop stewards, together with other provisions to support effective two-way communications between employers and employees. The traditional monthly meeting of JIB operatives is not applicable on the Terminal 5 Programme.

**FINDINGS**

Suggestions for improvements to the MPA included greater clarity in the wording of some clauses to eliminate the potential for ambiguity, the possible inclusion of related trades, eg Thermal Insulation, the earlier identification of in-scope contractors, a more active role by the Trade Union in drawing up the Agreement and the reinstatement of the monthly meeting for JIB operatives.

**CONCLUSION**

The MPA Forum may wish to consider the suggested changes for future major projects under the terms of the MPA.

**QUESTION 9 – Employer Respondents**

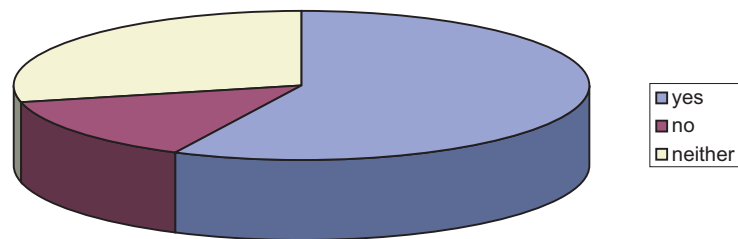
*Has the implementation of the Major Projects Agreement improved performance and productivity? If so, please describe.*

**BACKGROUND**

The Major Projects Agreement introduces the concept of a fixed hourly Major Project Performance Payment (MPPP) to reward enhanced performance and productivity. Productivity is measured against industry-standard Luckins norms. Employees are required to change before and after clocking in and out. There is no afternoon tea break.

**FINDINGS**

**57% of employer respondents reported an increase in performance and productivity as a result of the introduction of the MPA. The increases were attributed to the maintenance of planned levels of output against Normal Motivated Performance, the existence of visible standards and rules on productivity, better continuity owing to the absence of an afternoon tea break and the incentive provided by the MPPP. 14% of respondents reported no increase in performance and productivity. This was qualified by agreement that levels of output had increased as a result of operatives being at the workplace for longer continuous periods. 29% of respondents were unable to give an opinion either way.**



**CONCLUSION**

Whilst the majority of employer representatives gave a positive response, almost one third were unable to give an opinion. This may demonstrate a lack of information by some employer representatives on performance and productivity levels and should be addressed.

QUESTION 10 – **Employer respondents**

*How does performance and productivity compare with a non-MPA major project?*

**BACKGROUND**

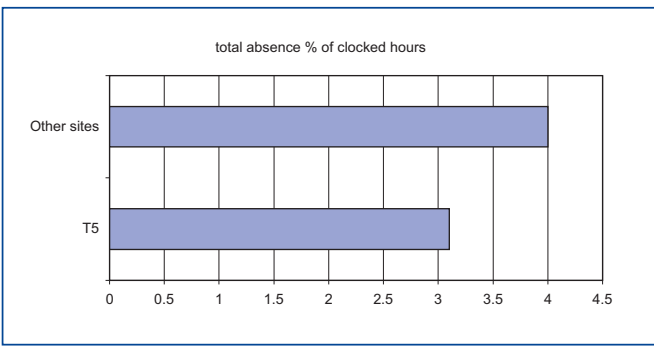
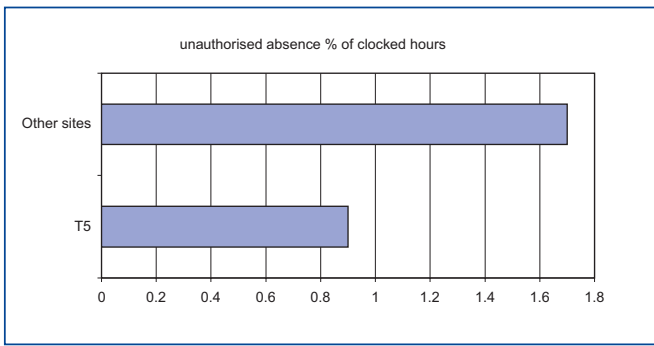
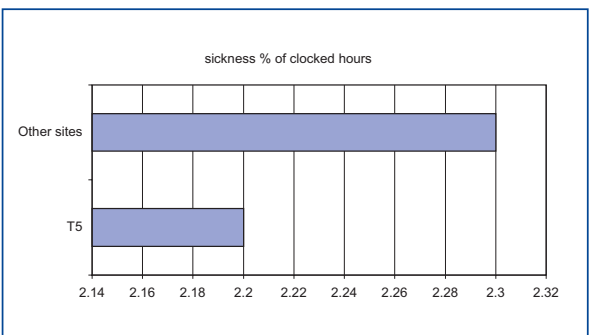
This question sought performance and productivity comparisons with non-MPA projects.

**CONCLUSION**

Employer representatives felt that performance and productivity at Terminal 5 is superior to levels achieved on other non-MPA major projects. Sickness and absence records are also favourable when compared with other major projects.

**FINDINGS**

Those respondents with experience of other major projects mainly reported better productivity and performance at T5, as outlined in the responses to Question 9. Other factors mentioned included the effectiveness of the supply chain, a good industrial relations record (a total of 1,031,846 hours were worked to 12th July 2005 without the loss of any time to industrial action) and rates of absenteeism are well below M&E industry norms.



**QUESTION 11 – Employer respondents**

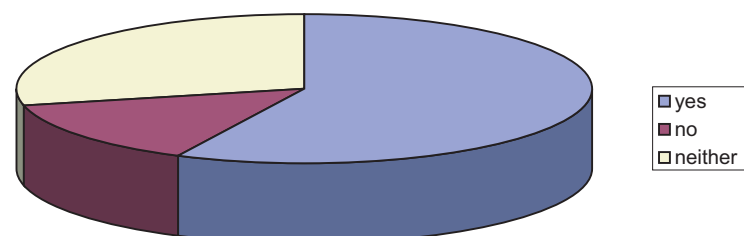
*Does the Major Projects Performance Payment Scheme contribute to improved performance in comparison with other major projects?*

**BACKGROUND**

See the Background to Question 9. The MPA and SPA provide for continual monitoring of productivity levels and for an investigation if productivity falls short of the standards defined. In such cases the MPPP may be reduced or removed if the responsibility for the shortfall is shown to lie with the relevant workforce. Payment of the MPPP is also conditional on completion of the working week without unauthorised absence.

**FINDINGS**

**72% of the respondents reported that there was an increase in productivity as a direct result of the MPPP. 21% declared that there had been no increase while 7% felt unable to comment owing to non-involvement or lack of experience. Among the negative views was an observation that many operatives regarded the payment as ‘money for turning up’ and that some needed to be reminded that it had to be earned.**

**CONCLUSION**

The majority of employer respondents accepted that the MPPP scheme had resulted in increases to productivity. Employee understanding of the conditions attached to the scheme may need to be addressed in some cases.

## QUESTION 12 – Employer Respondents

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*The MPA introduces new working practices such as 'bell-to-bell' working. How does this practice contribute to improved performance?*

### **BACKGROUND**

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The MPA introduced a requirement for employees to change into their working clothes before clocking in and to clock out before changing out of working clothes at the end of the day, often known as 'bell to bell' working. Clocking facilities are expected to be located as close to the workplace as practicable.

### **FINDINGS**

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**64% of respondents agreed that bell to bell working did contribute to an increase in productivity, although the responses were qualified by statements such as 'captive workforce' and 'only with efficient supervision'. It was agreed that bell-to-bell working provided more time at the workplace and resulted in a more efficient working day. 14% of respondents did not agree that bell to bell working improved productivity, but without giving a specific reason. 22% neither agreed nor disagreed that practices such as bell to bell working had an effect on productivity.**

### **CONCLUSION**

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The majority of employer respondents accepted that 'bell-to-bell' working had resulted in improved productivity, although a significant number were not convinced of its beneficial impact. There may be scope to investigate this further.

**QUESTION 13 – Employer Respondents**

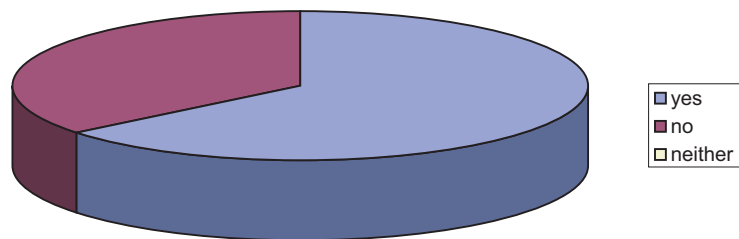
*Have any other new working practices been introduced and if so are they proving effective?*

**BACKGROUND**

Question 12 covered the introduction of ‘bell to bell’ working. Question 13 was aimed at identifying any other new working practices and evaluating their impact.

**FINDINGS**

64% of respondents stated that they were aware of new working practices operating at T5 which had a direct influence on productivity. These were cited as the location of clocking stations at strategic positions relative to the workface, Integrated Team Working, modularisation and fabrication of equipment offsite and the emphasis on increased training and absence management techniques. However, 36% of respondents stated that they were not aware of any significant new working practices.



**CONCLUSION**

Whilst the majority of employer respondents were able to cite one or more new working practices (other than ‘bell-to-bell’ working), a significant minority was not aware of any such practices.

## QUESTION 14 – Employer Respondents

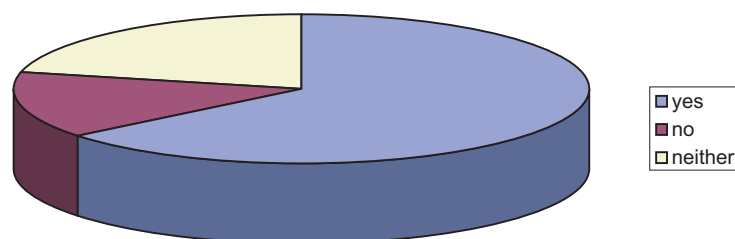
*Has the implementation of the Major Project Agreement improved Industrial Relations in comparison to other major projects?*

### BACKGROUND

To date employees engaged under the terms of the MPA have lost no time to industrial action on the Terminal 5 Programme.

### FINDINGS

65% of respondents agreed that industrial relations compared favourably with those on other major projects. Some answers were qualified, however, by statements such as 'high earnings mean more to lose in a dispute'. 14% of respondents said that there had been no improvement in industrial relations. They cited the removal of the monthly JIB employees meetings and the introduction of the Construction Support Services contractor to the site. 21% of respondents were not directly involved or had no experience of industrial relations.



### CONCLUSION

Employer representatives generally feel that the MPA has resulted in an improvement in industrial relations in comparison with other major projects.

**QUESTION 15 – Amicus representatives**

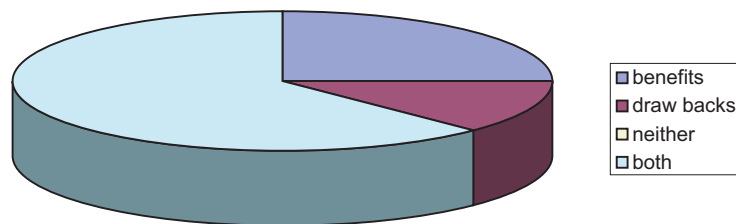
*What feedback have you received from your members regarding the benefits or drawbacks of the Major Projects Agreement?*

**BACKGROUND**

Because the MPA is a new agreement and Terminal 5 is the first major project which has adopted it, Amicus representatives have received significant feedback on their members' perceptions of its benefits and drawbacks.

**FINDINGS**

25% of respondents stated that Amicus members had reported perceiving benefits as a result of the MPA. Reasons given were pay alignment, high level of earnings and industrial relations stability. 13% of respondents reported that members were not aware of any benefits from the MPA. Reasons given were lack of understanding of the rules, the loss of the monthly JIB meeting and the introduction of the Construction Support Services contractor. The remaining 62% of respondents felt that the MPA had introduced both benefits and drawbacks.



**CONCLUSION**

The majority of Amicus respondents perceived a mixture of benefits and drawbacks from the introduction of the MPA but only 13% perceived no benefits.

## QUESTION 16 – Amicus representatives

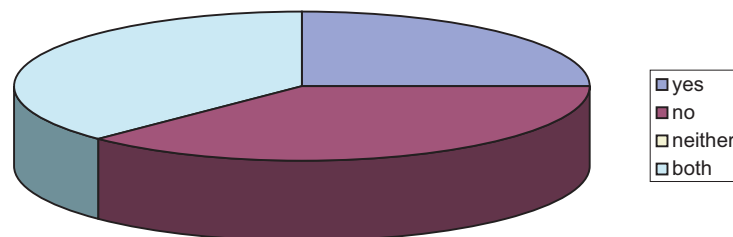
*Are the aspirations of your members being met?  
If not, please list.*

### BACKGROUND

Amicus representatives were asked to consider whether, as a new agreement, the MPA was meeting the aspirations of their members at Terminal 5.

### FINDINGS

25% of the respondents replied that the aspirations of Amicus members were being met. 37% felt that the aspirations of members were not being met. 37% felt that some aspirations were being met and some were not being met. The main reason given for aspirations being met was the levels of earnings and the main reasons for aspirations not being met were the employment of the Construction Support Services contractor and a perception that the system of shop steward surgeries was slow to resolve issues.



### CONCLUSION

Only 25% of Amicus representatives felt that their members' aspirations were being met, although a further 37% perceived that some aspirations were being met and some were not. There may be scope to address the concern about perceived slowness of shop steward surgeries to resolve issues.

**QUESTION 17 – Amicus representatives**

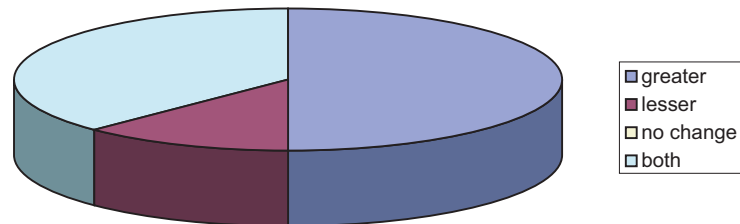
*Do your members believe that they are experiencing greater or lesser job satisfaction as a result of the implementation of the Major Projects Agreement at T5?*

**BACKGROUND**

The MPA seeks to improve employee relations and to introduce a spirit of partnership and effective two-way communications on major projects.

**FINDINGS**

50% of the respondents reported that Amicus members expressed greater job satisfaction as a result of the MPA. The main factor cited was the level of earnings. 12% reported less job satisfaction, the main factor cited being the fact that there is no JIB monthly meeting. 38% reported greater job satisfaction as far as earnings were concerned but less job satisfaction in the areas of grievance procedures and other issues.



**CONCLUSION**

Whilst half of the Amicus representatives felt that the MPA had introduced more job satisfaction, there are concerns over some issues, including the lack of a monthly JIB meeting and the handling of grievances. There may be scope to address the concern over handling of grievances, which is also mentioned under Question 16.



[www.mpaforum.org.uk](http://www.mpaforum.org.uk)



Further Information on the Major Projects Agreement and the Supplementary Project Agreement for Terminal 5 may be found at the MPA website at [www.mpaforum.org.uk](http://www.mpaforum.org.uk).

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