

## Unit 9

### Case study references

Below are details of recent published case studies dealing with information and consultation:

**Confederation of British Industry**  
**Alden group**  
**BAE Systems – Eurofighter project**  
**Dutton Engineering**  
**East of Scotland Water**  
**Jaguar, Halewood**  
**Lever Fabergé**

*Achieving competitive advantage through change at work, 2003*

### Involvement and Participation Association

Number 1, Series 4, May 2002

Informing & Consulting your Workforce: **Peabody Trust**, by Robert Stevens

Number 2, Series 4, December 2002

Informing & Consulting your Workforce: **AWE plc**, by Robert Stevens

Number 3, Series 4, July 2003

Informing & Consulting your Workforce: **B&Q** - Listening to the Grass Roots, by Mark Hall

Number 4, Series 4, October 2003

Informing & Consulting your Workforce: The **BMW Hams Hall** Plant Council, by Mark Hall

Number 5, Series 4, March 2004

Informing & Consulting your Workforce: handing restructuring at **BP Exploration**, By Mark Hall

Number 6, Series 4, May 2004

Informing & Consulting your Workforce: union-based arrangements at **Abbey**, By Mark Hall

Number 7, Series 4, July 2004

Informing & Consulting your Workforce: **Nottinghamshire Healthcare NHS Trust**, By Robert Stevens

Number 8, Series 4, September 2004

Informing & Consulting your Workforce: **United Welsh Housing Association**, By Robert Stevens

Visit [www.ipa-involve.com](http://www.ipa-involve.com) and/or consult Robert Stevens

### **Incomes Data Services**

IDS Study 730, 2002: Company Councils:

**Pizza Express**

**Standard Life Assurance**

**Go**

**Huntingdonshire District Council**

**Alpha Laval**

IDS Pay Report 883, June 2003: **Compass**

IDS HR Studies Update 776, June 2004: **Two Saints Housing Association**

### **Industrial Relations Services**

Employment Trends 668, November 1998. **Pizza Express Employee Forum**  
*Source: IRS Employment Trends 693, December 1998. Partnership agreement at CSL*

*European Works Councils Bulletin 25, January/February 2000.* **Integrated European and national information and consultation at Northern Foods**

*Employment Trends 715, November 2000.* **Partnership forums at Thames Water Utilities**

*European Industrial Relations Review 328, May 2001.* **German influence at BMW Hams Hall**

*Employment Review, Issue 763, November 2002.* Employee involvement: 52 organisations surveyed.

*Employment Review, Issue 779, July 2003.* An open relationship: Partnership has become part of the mantra of the new industrial relations. 34 employers were asked about their approach and the lessons they have learned.

*Employment Review, Issue 801, June 2004.* 'We're all in this together - partnership at work', Janet Egan. **AXA Insurance and North West Wales NHS Trust Work Foundation**

Managing best Practice No 101 Employee consultation January 2003:

**BMW Group**  
**British Telecommunications Plc,**  
**The Greater London Authority**  
**Littlewoods Retail Ltd**  
**Norwich and Peterborough Building Society**  
**Sainsbury's Supermarkets**

Most of these case studies deal with larger companies and, understandably, are predominantly descriptive. They are particularly useful, though, in the following areas:

- understanding the relationship between different levels in multi-tiered structures – virtually all involve large multi-establishment companies
- the methods and structures of non-union companies – B&Q, Pizza Express and Norwich and Peterborough Building Society
- dealing with mixed constituencies – helpful here are CSL (a specialist in business process outsourcing for the public and private sectors), Sainsbury's Supermarkets, Northern Foods and Thames Water.

Some of the detailed process issues involved in introducing and maintaining information and consultation come from the recent cases studies and research involving Acas front-line advisers.

Details of these will be found in Gill Dix and Sarah Oxenbridge Acas Research Paper 2003 07, *Information and Consultation at Work: From Challenges to Good Practice*. Acas Research and Evaluation Section. This publication can be downloaded from the 'Policy' section on [www.acas.org.uk](http://www.acas.org.uk).

Process issues are also discussed in Beaumont, P.B. and Hunter, L.C. 2003 *Information and consultation at work: from compliance to performance*, London: CIPD. This is based on 16 anonymous case studies of organisations seeking to develop effective information and consultation arrangements specifically in light of the EC Directive.