

Mr P James  
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11 September 2009

Dear Philip

I write in reference to our letter of early June setting out the concerns of the ATCO Branch with regard to "Working Together" and unless there was a fundamental step change within the organisation on this issue the intention of the ATCO Branch to withdraw from these arrangements. Subsequent to our letter, a number of meetings have taken place, including a meeting with NATS Executive.

Throughout this time both you and the Executive have stressed your commitment to Working Together and a desire by the senior management team to put in place arrangements to address the concerns raised by the ATCO Branch and the other constituents of the NTUS. These include a training programme for managers, the development of Key Performance Indicators for managers and a range of other measures to ensure that the principles of Working Together and the linked behaviours are embedded across NATS. You also confirmed immediate steps to be taken to ensure that managers are both familiar with the terms of national agreements and a very clear instruction to them that these agreements need to be respected and abided by.

Both you and Ian Mills took the opportunity to meet with the ATCO Branch Executive on 9 September to update the ATCO Branch Executive on actions taken, management's plans for more successfully embedding Working Together across NATS and to reaffirm management's commitment to the principles of Working Together.

At all of our meetings on this issue we have consistently emphasised the need for a fundamental step change in management behaviours, particularly at a local level, and this would be the acid test for the ATCO Branch in our appraisal as to whether we should continue to work under the auspices of "Working Together". You have shared with us your very detailed plans as how management wish to take this issue forward positively, recognising that there are key issues which need to be addressed. It should be noted however that the consensus of the Branch Executive Committee is that the management behaviour which gave us concern 3 months' ago is still occurring in some areas.

Taking the above into account and recognising, I believe jointly, that the type of change we are seeking is in part a "culture change" which cannot happen overnight, the ATCO Branch is prepared to extend the original time scale which we gave you. We will be encouraging our members to submit motions for debate on this matter for our Annual delegates Conference in November with a view to creating branch policy in relation to our position laid out in my previous letter.

This time scale must allow us to see a fundamental change within the organisation at all levels with regard to management's approach to working together and enable our representatives through the Annual Delegates Conference to provide structured feedback of their experience of how Working Together is operating in practice and to take account of members' views.

Yours sincerely

**Garry Graham**  
National Secretary