

# DEFENCEEYE

## Brexit will test resilience of the UK defence sector



Deputy general secretary **Dai Hudd** assesses the industry challenges following the referendum vote in favour of leaving the EU

IN THE run-up to the EU referendum, ADS, the defence employers' trade organisation, published a survey of its members' attitudes to Brexit. Its key findings were:

- 70% believed it would be better for their business if the UK remained in the EU
- opinion across all sizes of company and all four ADS sectors – aerospace, defence, security and space – was overwhelmingly in favour of the UK remaining part of the EU
- 69% of small and medium enterprises and 73% of larger companies said it was better to remain
- only 10% believed it would be better for their business if the UK left the EU
- 20% said they didn't know or it made no difference
- 82% of ADS members export to the EU; more members export to the EU than any other region.

So where does the vote in favour of Brexit leave the defence industry now? If this is not already on our members' minds – and those who work in any part of the defence industry – then it should be.

### Political fallout

Regardless of which way you voted, no one could have predicted the full extent of the political fallout and uncertainty that has followed.

Nearly all of the major parties are facing significant change. These upheavals may yet lead to significant policy changes that go well beyond matters related to leaving the EU. Indeed, at the time of going to press a vote is set to be held on renewing Trident.

Given the febrile and uncertain nature of the current political scene, the post-Brexit outlook is very much open to speculation.

Added to this, we know very little, if anything, about what the UK's relationship with the EU will look like – or indeed what the EU itself will look like in the future.

### Collaboration and financial uncertainty

Why does any of this matter for the future of the defence industry? Firstly, many defence projects are part of an EU army. And although the likelihood of the creation of an EU army

seemed remote, the EU will inevitably move to greater collaboration on defence and security matters.

The financial and political uncertainty is potentially damaging to the defence industry and we in the UK are particularly vulnerable to this. I say this because the UK defence industry increasingly relies on investment made by and in the private sector. Shareholders in our major defence companies are likely to be very nervous about investing in any project where EU collaboration is required. This is particularly so given the huge uncertainty over future access to the single market.

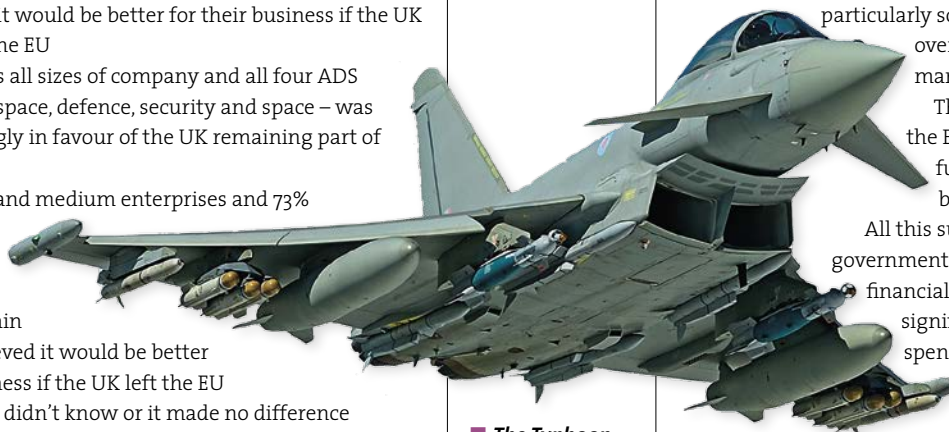
The value of sterling against both the Euro and the US dollar adds even further uncertainty within and beyond the EU.

All this suggests that unless the UK government steps in to provide greater financial support, there is likely to be a significant fall-off in private sector spending on defence, even where there are potential public sector contracts available.

Of course this is not unique to the defence industry. Every sector of the economy is vulnerable to the post-Brexit fall out – no matter how small the direct links. Economists call this a contagion born of uncertainty. Sitting on their hands is rational for investors. But the pain it inflicts can be immense.

The size and duration of many defence projects, and the need for political stability and consistency from inception through to delivery, mean that uncertainty hits this sector particularly hard.

At some point the political position will stabilise, the markets will recover and clarity will begin to emerge. My big worry is how long this will take, and how robust the defence industry will prove in the interim.



■ *The Typhoon Eurofighter is the product of defence collaboration*

© EUROFIGHTER

## We can't wait for two years

PAUL EVERITT, ADS chief executive, on Brexit:

“ The government should be looking at what short-term, sensible measures it can take to make the UK a more attractive place for investment or trigger investment that companies might otherwise hold off on.

We don't believe we can afford to

wait two years for them to conclude negotiations.

The government needs to use the next six to nine months to begin to explain what they are going to be doing to encourage the investment we need for the long term.





IANCOL/WIKIMEDIA

■ AWE Aldermaston

## AWE provokes anger with closure of defined benefit pension scheme

PROSPECT HAS reacted angrily to Atomic Weapons Establishment plans to close its defined benefit pension scheme to all staff and weaken the terms of the defined contribution alternative that it offers.

Although consultations on the pension proposals were due to run until the end of July, the company confirmed to Prospect and Unite on 13 July that it would now rule out any continuation of a defined benefit scheme after 30 September.

AWE, which manufactures the UK's nuclear deterrent, also plans to cut the

contributions it makes to the defined contribution pension scheme which will become the only pension scheme offered to staff in the future.

Prospect held well-attended meetings to gauge members' views on an appropriate response. These were followed by an indicative ballot on industrial action, which has returned an overwhelming mandate from members to protect the DB scheme.

Richard Tabbner, Prospect negotiator, said: "Staff working at AWE were shocked by these proposals which go against a number of guarantees made at the

time AWE was established as a government-owned contractor-operated company in 1993.

"Prospect members are well aware of the challenges involved in funding good-quality pension provision and over the years they have agreed to cap the cost of the scheme to their employer.

"Employees' contribution rates have increased from 1.5% of pay to 10% while benefits have been reduced and the link between pension and final salary removed.

"Although members were aware that the position was under review and that the company was considering closing the defined benefit scheme, the additional step of cutting the contribution rate to the defined contribution pension scheme will be considered a provocation.

"We are seeking to clarify the role and position of ministers and officials at the Ministry of Defence given the sensitivity of the work undertaken by this company and the potential impact this announcement could have on the company's ability to deliver."

Prospect has already met senior officials as MoD remains the pension authority for the AWE scheme.

### MEMBERS' QUESTIONS

PROSPECT AWE branch held members' meetings at both Aldermaston and Burghfield sites on the proposed pension changes.

More than 1,200 members attended a presentation by AWE Prospect officer Richard Tabbner (*inset*) with Neil Walsh Prospect pensions officer.

Tabbner said: "Members across a wide age group asked questions – demonstrating

their concern at the proposed changes. They supported the branch's decision to hold a consultative members' ballot to gauge support for industrial action in pursuit of a positive outcome to the consultation."

Prospect recruited 19 new members on the day of the meetings. It is anticipated many more AWE employees will join Prospect to ensure the best possible outcome.



## END IN SIGHT FOR QINETIQ CAMPAIGN

PROSPECT REPS at QinetiQ are now confident of being able to re-establish a working relationship with the company after nearly five years of having no ability to formally engage in matters that affect members.

However, reps have successfully represented a significant number of QinetiQ employees who are Prospect members in dealing with their employment with the company.

Branch chair Vince Hibbert (*below*) explained: "QinetiQ derecognised all unions four years ago. Since then reps have continued to meet and organise in their own time. They have produced



newsletters and briefings for members and supported individual cases, with support from Prospect."

Hibbert added: "Two years ago the national conference gave us its unanimous backing in our campaign to restore our union rights. With Prospect's help we hope two years on we are a little closer to achieving that aim."

Dai Hudd, deputy general secretary paid tribute to QinetiQ branch members and representatives who have stuck together through enormous challenges.

He said: "With patience, tenacity and professionalism it has now become possible that a framework for future working has begun to take shape following exchanges involving ACAS, the conciliation service."

Hudd added that further progress would depend on all parties working together in confidence and he hoped to be able to give a substantive report to members soon.

# Union seeks more clarity on defence spending after MPs' critical report

PROSPECT IS demanding greater transparency from government on defence spending after a critical report from MPs accused ministers of having "shifted the goalposts" in order to meet NATO-mandated targets.

The cross-party Commons' defence committee said that the government may only have met its pledge to spend a minimum of 2% of GDP on defence by accounting changes which saw items not previously included, such as intelligence gathering and war pensions, as well as one-off items.

"The only way that the Ministry of Defence can refute claims of 'creative accounting' is to outline, clearly and unambiguously, what the new inclusions are, how much they constitute and from which department each was previously funded," the report says.

Dai Hudd, Prospect deputy general secretary, said: "We warmly welcomed the Chancellor's 2015 budget



commitment on defence spending, which we had long campaigned for.

"It is therefore extremely disappointing that ministers have failed to provide a breakdown of expenditure that would allow us to understand if and how spending has increased.

■ **NATO headquarters in Brussels**

"We are all in favour of taking a broader, joined-up view of defence to include items like intelligence gathering, but given the lack of data we can't tell if spending in this area has increased, stayed the same, or fallen.

"At the time of George Osborne's announcement, Prospect said it was an important step in safeguarding our members' skills and therefore British defence capabilities.

"The MoD must seek to provide clear answers to the important questions raised by the defence committee, if the industry is not to be further undermined.

"We need a clear understanding of how the 2% pledge is being and, more importantly, will be met in the future."

● **Commons defence committee report: *Shifting the goalposts?***

[http://bit.ly/defence\\_goalposts](http://bit.ly/defence_goalposts)

● **Government response**

[http://bit.ly/goalposts\\_response](http://bit.ly/goalposts_response)

## PROSPECT DEFENCE GROUP REPS GIVE EVIDENCE TO PRODUCTIVITY RESEARCH PROJECT

THERE IS too much emphasis on driving down costs – that was the overwhelming message from officers and reps when the Defence, Maritime and Logistics Group (DMLG) gave evidence on productivity to the Smith Institute think-tank recently.

Prospect collaborated with other unions to commission unique research from the institute on workers' perceptions of productivity.

The initial findings were presented at the Unions 21 annual conference.

Presenting the background to the research, the think-tank's research associate Sarah Welfare told the DMLG that government plans to tackle productivity had so far ignored issues such as workforce involvement, better pay and conditions and productivity bargaining.

The Smith Institute was therefore looking to answer three key questions as part of its research, she said:

● what does workplace productivity mean?

● what are the key factors for improving productivity in the workplace?

● how can employees and their representatives best help meet the productivity challenge?

Many DMLG members voiced concerns that productivity – to the extent that it was seen as an issue in the workplace – was framed in terms of reducing headcount and other short-term cost saving measures, at the expense of other considerations such as the quality of work.

And the example of former staff being reemployed as far more expensive consultants emphasised the contradictory nature of some cost-cutting measures.

Members also complained that skills were in decline, as little thought was given to transferring skills from more experienced staff to newer members of the workforce. Skills were therefore often lost as those staff retired or left.

Reasons given included a decline in excess capacity and flexibility in the workplace that in the past allowed for informal training and "buddying up".

But members also identified a lack of standardised practices for skills

transfer such as job "handovers". It was also noted that the length of apprenticeships had declined.

Another theme was the role morale could play in productivity and how this is currently being eroded by civil service performance management and other forms of heavy monitoring.

The meeting did, however, hear about change management at Babcock's Rosyth facility that was presented as being positive, both in terms of employee acceptance and increased productivity.

Simple consultant-led changes to work taking place on one of the new QE class aircraft carriers to maximise time on the job included moving vending machines and toilets closer to the deck where work was taking place as well as ensuring materials were available when they were needed.

■ **The productivity puzzle – what do Prospect members think?**  
[http://bit.ly/prospect\\_productivity](http://bit.ly/prospect_productivity)

■ **The productivity puzzle – a view from employees**  
[http://bit.ly/productivity\\_puzzle](http://bit.ly/productivity_puzzle)



# Prospect manifesto to tackle broken MoD pay structures

PROSPECT HAS launched a manifesto for specialist pay in MoD employers, arguing that reward has become a “defence-critical” issue because current pay structures are broken by pay restraint and a freeze on pay progression.

The union’s recent survey of members and non-members across the MoD confirmed a looming crisis in recruiting and retaining staff with strategic skills.

More than three-quarters of respondents said they were dissatisfied or very dissatisfied with their current salary.

More than 90% said that there was a shortage of people with the skills needed to deliver the MoD’s operational priorities. Furthermore, 75% said they were more inclined to look for a job outside the public sector now than 12 months ago.

“Prospect will continue to engage to get the best possible outcome in annual pay reviews,” said assistant secretary Steph Marston, “but the union is determined to campaign for MoD employers to take a fresh look at pay in the context of the changing defence threat and the challenges of the 2015 defence review.”

Included in the manifesto is



a 10-point checklist for any MoD future pay strategy, addressing issues such as clarity, equity, professional development, transparency, consistency and fairness.

Drawing on recent research by CIPD, the professional body for the HR industry, the manifesto highlights how the current reward system may undermine MoD organisations, including productivity risks.

Marston added: “A faulty pay structure generates real risks to productivity, from a lack of staff engagement and motivation to problems filling operations-critical jobs.”

The manifesto also sets out long-standing concerns about the broader-banded pay structure in the MoD and DE&S.

A growing gender pay gap of between 0.5% and 3%, depending on grade and location, along with the discriminatory effects of flawed performance management contribute to a “chaotic” picture of specialist MoD pay, the document says.

■ **Prospect MoD pay manifesto (download):** [http://bit.ly/mod\\_pay](http://bit.ly/mod_pay)  
 ■ **‘Show me the money! The behavioural science of reward’ – CIPD report**  
[http://bit.ly/cipd\\_reward](http://bit.ly/cipd_reward)

## NO AGREEMENT ON MOD PAY OFFER

SOME IMPROVEMENTS to the MoD’s 2016 pay offer were achieved during negotiations, according to assistant secretary and lead MoD Group negotiator Steph Marston.

The final offer, which was constrained by the government-mandated 1% pay cap, secured higher levels of non-consolidated payment for staff on the pay scale maximum and on a single spine point than in the original offer.

“Prospect argued strongly for a consolidated element to the pay review for all staff on their pay scale maxima, but it was not possible to make progress on that point,” said Marston.

Ultimately Prospect was unable to

reach agreement on the offer, saying it was “unsustainable” for the MoD to meet its operational resourcing requirements within broad banding and the 1% pay cap.

The main points in the offer are:

- a 0.89% increase to the weighted mean of the scale for all staff below their pay scale minimum
- an additional increase of 0.31% of the minimum for staff on their pay scale minimum
- a 0.31% consolidated increase plus 1% non-consolidated payment for staff on single spine point scales
- a 1.5% non-consolidated payment to staff on their pay scale maximum; pay scale maxima are frozen



■ **Marston – Prospect argued for consolidated element**

- spine points in the pay ranges removed
- non-consolidated performance awards paid to a maximum of 25% of staff in each grade.

In total, 0.11% of the pay bill was reserved for items outside the main pay review, as follows:

- increases to Inner and Outer London Weighting agreed as part of the allowances review;
- introduction of a new spot rate for Admiralty Pilots, replacing various allowances negotiated with Prospect;
- meeting MoD’s National Living Wage obligations for 2016.

## DE&S FAILS TO MAKE USE OF PAY FLEXIBILITIES

PROSPECT HAS expressed disappointment that MoD trading entity Defence Equipment and Support (DE&S) has failed to make use of available flexibilities in its final 2016 pay offer.

"While progress was made through these negotiations and some members will be receiving up to 1.23% consolidated pensionable pay, the fact is that the pay offer makes limited, if any, use of the pay flexibilities available to DE&S," said Prospect assistant secretary Steph Marston.

"It only tinkers with specialist pay

de&s

requirements, contains an even greater element of non-consolidated and non-pensionable base pay and continues to use the discriminatory performance management system to target bonuses and now also base pay."

Marston added: "We made repeated requests to evaluate the market skills comparator evidence but DE&S claimed that they were unable to provide it... it will not be possible to establish a new pay structure without a credible account of the underlying logic."

The "final and best" offer includes:

- A consolidated and pensionable flat rate award to each individual

below the maximum of their pay scale, excluding employees in Band E and Skill Zone 1 to 3, based on 0.89% of the weighted mean of their scale.

- The pay maxima of each scale will be frozen. Individuals on the maximum of their scale will receive a non-consolidated award of 1.5% of the scale maximum.

- Individuals on the minima of their scale will receive an additional 0.31% consolidated and pensionable payment, calculated against their existing salary.

- A non-consolidated, non-pensionable payment of £200 for those in Band E and SZ 1-3.

- Individuals on pay scales with one spine point will receive a 0.89% consolidated award.
- Retention of scale minima and removal of spine points between the minimum and maximum for each scale.

- Targeted additional spend of 0.4% of the pay bill available for staff working in roles furthest from the market and most critical to DE&S. The payments will be based on performance and the employee's current salary position within the pay band.

- Non-consolidated performance awards to be paid to around 40% of staff. The award levels and distribution will be in line with 2015.

■ **DE&S pay briefing (download)**  
[http://bit.ly/DES\\_pay](http://bit.ly/DES_pay)

JESS HURD/REPORT/DIGITAL.CO.UK



## Dockyard plan 'is window dressing'

PROSPECT NEGOTIATOR John Ferrett has described an action plan to help revive Portsmouth's naval dockyard, drawn up at a 'summit' meeting, as "window-dressing".

Ferrett (*inset*) said: "While we welcome activity and we welcome people actually talking and looking for solutions, this does seem like more of the same – more window-dressing."

He added: "There appears to be no interaction with the people who actually work at the base or their representatives."

The meeting was attended by Portsmouth North MP and defence minister Penny Mordaunt; Portsmouth South MP Flick Drummond; minister for Portsmouth Mark Francois; defence minister Mark Lancaster and retired Rear Admiral Rob Stevens who chaired the Solent Maritime and Marine Forum which was set up in 2013 to offer advice on the future of the dockyard among other issues.

The ministers met after talks with composite structure maker Magma on a deal to move its headquarters to the dockyard's ship hall collapsed.

The hall was used by BAE Systems until August 2014 to build sections of

the Royal Navy's new aircraft carriers, HMS Queen Elizabeth and HMS Prince of Wales, ahead of final assembly at Rosyth in Scotland.

About 1,500 jobs were lost in Portsmouth when work on the carriers ended.

The plan drawn up by the ministers, who said talks were underway with a number of interested companies, proposes:

- construction work to adapt the site for future use should start as soon as possible, potentially by the end of the year
- seeking a commitment from the Solent Local Enterprise Partnership that money would be available towards start-up costs of companies moving to the site. Funds had previously been set aside to help Magma.

- developing a long-term strategy for the future use of the ship hall that ties in with the needs of the Royal Navy once the aircraft carriers are based at Portsmouth from 2020

- appointing a new Solent maritime taskforce to help plan for the future.

■ **Prospect concern at lack of support for UK shipbuilding**  
[http://bit.ly/portsmouth\\_ships](http://bit.ly/portsmouth_ships)



STEFANO CAGNONI







■ The planned acquisition of Boeing P-8 Poseidon maritime patrol aircraft from the US without an open competition goes directly against the government's procurement policies

# Defence review: still questions to answer

By William Crossley

THE GOVERNMENT still has serious questions to answer about how it is going to pay for new equipment for the armed forces and maintain the UK's defence and security capabilities, according to an influential defence think-tank.

In recent articles analysing last year's UK Strategic Defence and Security Review (SDSR), the Royal United Services Institute's director for defence, industries and society, Professor John Louth, and its deputy director-general, Professor Malcolm Chalmers, say that while the SDSR represents a well-thought-out attempt to address future defence needs and potential risks, serious questions remain because of the absence of detailed information about the Ministry of Defence's budgetary assumptions and actual commitments.

Both highlight concerns about whether the MoD's projected efficiency savings up to 2020 can be delivered and the potential impact on investment plans.

Writing in *RUSI Newsbrief*, Louth says it appears that the SDSR has "made defence commitments without the identified, budgeted wherewithal to finance them" and adds that "the SDSR does not provide a clear and unambiguous analysis detailing how this investment will be paid for".

He says that there is scant detail on how £11bn of efficiency savings from the MoD, security and intelligence agencies and counter-terrorism spending, which will fund investment in new equipment and other priority areas, will be made. This lack of detail makes proper parliamentary oversight difficult.

Even if some of this money comes from the SDSR's commitment to a 30 per cent reduction in the number of civil servants and civilian staff employed by the MoD – from 58,000 last year to 41,000 by 2020 – Louth says there will be high short-term costs for redundancies and much of the work these staff do will have to be undertaken elsewhere in future. As a result, more funds will be needed

for private-sector support contracts.

He warns "issues of affordability may well lead to the unravelling of the SDSR".

Chalmers, writing in the *RUSI Journal*, says: "It remains to be seen whether these efficiency savings can be made in practice without significantly undermining operational effectiveness."

He also highlights the commitment to hold pay increases for both military and civilian MoD personnel at 1 per cent a year to 2020, well below projections for pay growth in the wider economy, thus eroding the value of pay compared with the private sector.

"This would pose significant problems for recruitment and retention, especially in the context of a buoyant economy," explains Chalmers.

Furthermore, Louth says that the review fails to address concerns about the UK's dependence on overseas suppliers of defence equipment.

Planned acquisition of Boeing P-8 Poseidon maritime patrol aircraft from the US without an open competition goes directly against the government's own procurement policies, he says, and raises questions over how value for money and through-life costs of a capability can be properly tested in such situations.

"At first glance it appears to further increase the UK's reliance on the technologies of its allies and could potentially lead to the erosion of its onshore capabilities," said Louth.

Despite their concerns, Chalmers says the SDSR "demonstrated a welcome appetite for the institutional and cultural reform that will be needed to ensure that UK security capabilities are fit for purpose in future".

It also represents "a significant further step towards a more integrated approach to defence and security policy across government", building on the 2010 SDSR, which represented a first step away from the previous practice of defence-only reviews.

*SDSR 'has made defence commitments without the identified, budgeted wherewithal to finance them'*

# BAE backs Treasury plan for private sector Trident oversight

By William Crossley

A SENIOR director at BAE Systems has endorsed the idea of bringing in private sector project managers to help run the £41bn Trident nuclear submarines successor programme.

Last November, Prospect said that only MoD civil servants had the necessary expertise to handle the programme, after reports that former Chancellor George Osborne wanted a body reporting to the Treasury to take charge instead.

Nigel Whitehead, director of programmes at BAE Systems, one of the partners in the successor programme, along with Rolls-Royce and Babcock, said recently that an organisation modelled on the 2012 London Olympics Delivery Authority, recruiting from outside the civil service, could offer a way forward.

The latest Strategic Defence and Security Review, published last year, said the government would create a team at the MoD responsible for nuclear defence projects and a delivery body “with the authority and freedom to recruit and retain the best people” to manage the procurement and in-service support of nuclear submarines.

Whitehead told the *Daily Telegraph*: “Paying market rates to bring in staff from outside the civil service in such a body could help deliver [the successor programme] on time and on budget.”

Meanwhile, defence secretary Michael Fallon set out the government’s case for retaining the UK’s nuclear deterrent in a recent speech to the Policy Exchange think-tank, arguing that the UK “should not gamble with our national security”.

He said deterrence “has long been, and remains, at the heart of the UK’s national security policy” and outlined three reasons why a nuclear deterrent should be retained:

- being realistic about the world we live in

- because the government takes its responsibilities to the British people and our allies seriously
- because nuclear weapons are relevant now and are going to be relevant for the foreseeable future.

Noting that “our prospects of single-handedly convincing the world to abandon its nuclear arms are limited” he said that the UK already accounted for fewer than one per cent of the 17,000 nuclear weapons in the world and was committed to reducing its stockpile still further. Other nuclear states, or those with nuclear ambitions, would see unilateral disarmament as a sign of weakness, he argued.

Fallon said that nuclear weapons were intended to deter the most extreme dangers the nation might face but also contributed to the security of Nato allies by preventing potential adversaries threatening the UK or its allies with impunity.

He added: “Those who argue in favour of scrapping our nuclear deterrent unilaterally must be certain – absolutely certain – no extreme threats will emerge in the next 30 or 40 years to threaten our security and way of life.

“And they can’t be so certain. That is why successive governments for over 60 years have concluded that this country should retain its nuclear weapons.”

The defence secretary said the concept of providing an alternative deterrent instead of ballistic missile-carrying submarines had been found wanting in studies in 2006 and 2013. He also rejected claims that submarines could become obsolete in the face of new technology, such as unmanned underwater vehicles or cyber attacks.

On the costs of the successor programme, he said that the maximum acquisition costs represented an “insurance premium” of 0.2 per cent per year of government spending, or 20p in every £100, which was, he said, “a price worth paying”.



## SCOTTISH TUC REFUSES TO BACK REPLACEMENT

DELEGATES AT the Scottish TUC conference rejected a motion calling for support for the Trident successor programme to protect skilled and unionised jobs in the defence sector.

The motion, proposed by the GMB and seconded by Prospect, was defeated at the conference in Dundee in April by 805 votes to 135.

The conference instead backed a

motion tabled by Unison reaffirming the STUC’s opposition to Trident and calling for diversification in the defence sector to find new work for people employed on Trident work and the successor programme. The GMB had described calls for defence diversification as “empty rhetoric” ahead of the debate.

Responding to the debate, STUC general council member Lynn

Henderson said she recognised that there were issues over the idea of defence diversification, with proposals often lacking “the detail and rigour defence workers expect”.

She said a fresh approach was needed that involved defence sector unions and which “recognises the scale of the task”, and warned that creating new jobs would be difficult.



# LET'S TALK

# 'PROSPECT'

Union week: 3-7 October  
#talkProspect

## What are you doing in Prospect union week?

- tea/coffee with Prospect
- poster/video competitions
- lunch and learn sessions
- refresh noticeboards
- social media pictures/posts
- drop-in advice sessions
- information stalls
- meet your local reps sessions
- floor walking
- cupcake competitions
- member charity fundraising
- young worker careers advice
- union film night...

PAY

PENSIONS

LEGAL

HEALTH & SAFETY

ADVICE

SUPPORT

[www.prospect.org.uk/unionweek](http://www.prospect.org.uk/unionweek)