

# PUBLIC EYE

## Our manifesto for professionals

PROSPECT HAS set out how it will support members in public services over the next year.

The union's manifesto for professionals, managers and specialists in public services is based on the recognition that prolonged pay restraint, job cuts and ministers' apparent indifference to the loss of expertise are putting huge pressures on Prospect members.

Prospect deputy general secretary Sue Ferns said: "With the new prime minister speaking about the need to move away from austerity, the challenge is to work together to influence that change in the interests of Prospect members."

Over the next year Prospect will work to highlight the crucial importance of professionals, managers and specialists in developing and delivering government policies. Key areas of work will include:

### Pay

- using the experience of the pay bill control pilots to press for extended flexibilities, especially where a significant proportion of pay bills are spent on non-payroll staff
- commissioning research into pay to move to



**Sue Ferns:**  
*The challenge for us all is to work together to influence change in the interests of Prospect members*

more sustainable systems

- exploiting opportunities for a different approach to specialist pay.

### Performance and development

- intensifying pressure on the discredited forced distribution approach to performance management
- using our recent career survey ([http://bit.ly/career\\_survey](http://bit.ly/career_survey)) to build stronger relationships and bolster development opportunities
- campaigning to safeguard UK scientific and engineering capability, with a focus on funding and continued freedom of movement for EU nationals.

### Public service capacity

- producing a briefing on the impact of change on public sector organisations over the past five years
- analysing the consequences of the Spending Review and Budget decisions
- creating a Prospect vision for public services in 2020 and beyond and using this as a focus for high-profile debate and lobbying.

This work will only succeed if we all take responsibility for it. You can help by:

- providing information on what's going on in your workplace
- publicising the materials and resources that will be produced from September
- talking to non-members about Prospect's work and persuading them to join
- discussing these issues at your next branch annual general meeting and developing an action plan (Prospect will provide speakers).



■ Valuations Office Agency member Sade Cole with the iPad she won at Prospect's Civil Service Live 2016 prize draw

## Union Week 3-7 October – #talkProspect

PROSPECT is encouraging reps and members to take part in a major recruitment and organising initiative from 3-7 October.

The theme of Union Week, "Let's talk Prospect", is designed to encourage positive discussions about union membership in workplaces across the UK. The Twitter hashtag is #talkProspect

The aims are to:

- increase Prospect's profile
- encourage every branch to hold a workplace activity for members and non-members
- recruit new members
- show how unions make a difference
- get Prospect staff visiting workplaces to support events.



Activities already planned include:

- meeting Prospect over a lunchtime cupcake
- legal rights briefing sessions
- pensions meetings
- lunchtime lectures that bring members from different employers together at sites such as Harwell in Oxfordshire.

Posters and stickers have been sent to workplace reps but you can order more stocks from [centralservices@prospect.org.uk](mailto:centralservices@prospect.org.uk). You can also find ideas and resources at [www.prospect.org.uk/be-involved/union-week-2016](http://www.prospect.org.uk/be-involved/union-week-2016)

■ Please tell us about your plans so that we can share them on the website – email [organisation@prospect.org.uk](mailto:organisation@prospect.org.uk)



# Impact of 'hubs' on staff unclear

PROSPECT HAS raised concerns about how individual staff will be affected by plans for the largest transformation of the civil service office estate in a generation.

A Cabinet Office draft document outlines the new hubs policy, which aims to reduce the number of buildings used to about 200 over the next 10 years – a 75% reduction – and deliver savings of about £2.24bn.

John Manzoni, chief executive of the civil service and Cabinet Office permanent secretary, said the policy was about generating savings and introducing more efficient and collaborative ways of working.

The envisaged office estate will comprise about 22 large strategic hubs, about 200 smaller mini hubs and touch down spaces, all of which will be refurbished or fitted out to provide a coherent look and feel.

The strategic hubs will be located in major city centres close to public transport infrastructure and accommodate the equivalent of about 10,000 full-time staff.

The mini hubs are planned for secondary towns and cities, also close to public transport, and will typically accommodate 100-500 full-time equivalent staff.

Touch down spaces will be located in operational buildings or other public sector spaces. They will house five to 10 desks for short-term or occasional use, providing an alternative for people unable or unwilling to work from home.

The draft policy proposes that these working spaces will be a catalyst for modernising the civil service by introducing smart working – “integrating space, technology and behaviour to break down barriers and facilitate effective collaboration between teams and

across departments”.

The government claims this will increase productivity, reduce costs, improve wellbeing and contribute to wider objectives such as localism, sustainability and reducing pressure on the transport system.

As part of the efficiency drive, the space standard will be reduced from a current target of eight square metres per person to six by 2018.

This will require economical use of the estate, greater sharing of facilities and a reduced daily presence in hubs to ensure working does not become uncomfortable and buildings do not exceed performance specifications.

Prospect has been involved in consultations on the policy through the National Trade Union Committee.

Negotiator Dave Allen said: “The draft policy fails to address the impact on staff on a day-to-day basis, in terms of access to desk space and other facilities.

“Prospect is particularly concerned about how temporary working spaces will affect those with mobility issues or who require specialist office equipment.

“The draft policy also fails to address issues like confidentiality and IT security. It also throws up challenges for the unions on how best to represent members employed by different organisations but based in one location.”

## REPS BATTLE TO RESOLVE MAJOR ISSUES AT DVSA



PROSPECT reps in the Driver and Vehicle Standards Agency have been working tirelessly to resolve disputes with the agency.

The Department for Transport “modernised” employment contracts in 2014. DVSA has been coping with the impact on operational delivery ever since. This came to a head with a dispute in 2015.

Prospect and the PCS union have held intensive discussions with DVSA and DfT. Both sides have agreed a dispute resolution process and reached consensus on some issues. A proposal for flexible working is near completion but other major issues have yet to be resolved.

Progress has been hampered by the huge amount of work needed to support transformation. The number of issues on the bargaining agenda and overstretched managers and union reps mean progress has been slow.

### Next generation testing (NGT)

Although the unions have been able to negotiate improvements to the process, the roll-out of centralised scheduling continues to cause problems.

Prospect is concerned that some NGT staff and management are being pushed too far. Despite the problems, DVSA wants to use the already hard-pressed central scheduling team and system to schedule NGT “business as usual” testing and enforcement.

Employees within and outside NGT are being asked to undertake excessive travel times to service authorised testing facilities and support areas where there are staff shortages.

Prospect has also told the agency that the lack of vehicle standard assessors is putting the testing system under strain.

DVSA testing and enforcement support staff have been told that they cannot take annual leave until at least the end of September – even though the staff handbook says that requests for annual leave will only be refused for exceptional operational reasons.

Prospect says the lack of staff is due to poor planning and underinvestment over a long period.

The decision to roll out a central network scheduling system when testing is at its peak and most people want to take annual leave should not be classified as exceptional, the union said.

## Government ‘lacks coherent framework’

THE government does not have a coherent, enduring framework for planning and managing public sector activity, the National Audit Office said in July.

The NAO report *The Spending Review 2015 and Government’s management of its performance: progress with single departmental plans covers*

two key elements of the way government plans and manages its business: the mechanism for the Treasury and departments to agree the high-level financial plans for the parliament; and the latest approach to planning and reporting on departments’ objectives and performance.

■ <http://tinyurl.com/NAO-single>

# Lobbying your MP can make a difference to your future

PROSPECT IS urging all members in public services to write to their MPs about the government's proposals to change the civil service compensation scheme.

The Cabinet Office and the Treasury launched separate consultations on public sector exit payments earlier this year. The Cabinet Office consultation document covering the civil service and related areas proposed:

- reducing the tariff from one month's pay per year of service to three weeks
- lowering the cap on compensation (from 21 months' pay to 12 months on voluntary redundancy terms) and
- restricting the ability to draw an unreduced pension on redundancy.

Prospect, FDA, Unison, GMB and the Defence Police Federation have been in discussions with ministers and officials about potential changes to the scheme since then. Their aim is to reach agreement on an acceptable level of redundancy compensation.

Prospect deputy general secretary Garry Graham said: "The 2010 agreement on reform of the CSCS, which Prospect members voted to accept, and which the then Conservative minister described as 'fair for civil servants and fair for other taxpayers', would be unilaterally ripped up if changes like these are imposed.

"The government has to show that it is interested in having meaningful negotiation about changes that meet its objectives rather than unilaterally imposing changes. The latter approach would result in serious industrial relations problems."

He added: "Members can support Prospect's efforts to secure improvements by writing to their MPs. Direct pressure from constituents affected by the proposals, is the best way of securing improvements."

## How to write to your MP

YOU can find your local MP's contact details at this link:

[www.parliament.uk/mps-lords-and-offices/mps/](http://www.parliament.uk/mps-lords-and-offices/mps/)

MPs are busy, so a short letter is usually most effective (one or two sides of A4 are more than enough).

Your own letter, in your own words, describing how an issue impacts on you personally will carry most weight. Only write to your own MP and remember to include your full name and address so they know you are a constituent.

See panel, right, for advice on the points to cover.

If you are too busy to draft your own letter, you can download a model letter from <https://library.prospect.org.uk/download/2016/01432>, and make your own amendments to that.

## No problem for the special ones

FORMER PRIME Minister David Cameron's decision to grant special treatment for his special advisers and pay them more than their contractual entitlement to severance showed a "breathtaking arrogance, hypocrisy and disdain for civil servants", Prospect said in July.

■ Read the story at [www.prospect.org.uk/news/id/2016/01483](http://www.prospect.org.uk/news/id/2016/01483)



■ Chris Evans, MP for Islwyn with Nick Mole, Prospect rep at the Intellectual Property Office and civil service sector executive member

## WHAT TO SAY...

IT is always useful to explain what you and your colleagues do, why it matters and the challenges you face in your role.

It would be particularly helpful to mention any recent or planned redundancy exercises by your employer and the savings delivered to taxpayers.

It is important to add a specific request for action. Ask your MP to write to Ben Gummer, the Minister for the Cabinet Office, to acknowledge the positive role Prospect members have played to date; to stress the need for meaningful negotiation; and to highlight the importance of reaching an agreement on reforms to the CSCS.

General points you can make to your MP include:

- Redundancy compensation in the civil service and related employers is set by the terms of the CSCS. The current terms were reformed in 2010 after negotiations between the then minister for the civil service (Francis Maude) and a number of civil service trade unions.
- Francis Maude said the reformed CSCS was "a scheme which is fair, protects those who need the most support, addresses the inequities in the current system and is right for the long term".
- A subsequent National Audit Office report found that departures under the reformed terms cost 40-50% less than the previous terms.

- Civil servants and other public sector workers are facing attacks on their terms and conditions and these proposals to cut redundancy compensation seem like the opening of yet another front.
- By the end of this parliament, public sector workers will have endured more than a decade of pay restraint.
- Office and site closures and spending cuts mean that tens of thousands more public sector workers face redundancy over the next few years, so the timing of the proposals to further cut redundancy compensation are particularly provocative.
- Those left in post face huge challenges to maintain services with fewer resources.
- There is a lack of any evidence to support the government's claims about its proposals. In fact, employers' ability to refresh management structures and their skills base could be seriously impacted by the proposed changes to the terms.
- There are no practical proposals for managing redundancy exercises more efficiently.
- Prospect's submission to the Cabinet Office consultation: <https://library.prospect.org.uk/download/2016/01064>
- Prospect's submission to the Treasury consultation: <https://library.prospect.org.uk/download/2016/01063>

# MoD rethinks demotivating appraisal

THE MINISTRY of Defence recently announced it would seek employee feedback in an effort to approach performance management in a way that will engage and motivate staff.

Prospect has been a vocal critic of the approach to performance management adopted by the Cabinet Office in 2012.

The current system requires managers to rank 25% of staff as performing well and 10% as performing poorly – with this last group being subject to “management of poor performance action” that could lead to dismissal.

Members have reported unfair treatment throughout the process, but especially at the moderation stage, where unsubstantiated changes are made to the performance markings line managers give their own staff.

Unions have argued that this system bears little relation to actual performance and pointed out that many private sector employers have abandoned it.

Alan Grey, Prospect MoD group president, said: “Performance

management was an experiment that has failed, with destructive consequences for staff morale and for the MoD.

“Prospect has pressed the MoD for change and will now continue that dialogue with the aim of agreeing a new system that recognises our members’ contribution and commitment.”

■ **Above, general secretary Mike Clancy talks to visitors to Prospect’s stall at the London Civil Service Live event – see article by Garry Graham, right**

The Cabinet Office is already running a pilot project for a radical new performance achievement scheme (see below), but has indicated that it does not expect any civil service-wide changes until 2018.

The MoD, however, has said it may implement a new system based on the feedback from staff as soon as April 2017.



## VOA PILOTS RADICAL NEW APPROACH TO PERFORMANCE MANAGEMENT

EMPLOYEES at the Valuation Office Agency are testing a performance management system based on monthly coaching discussions and no mid-year or end-of-year ratings.

The Cabinet Office selected the VOA, an executive agency of HM Revenue & Customs, to pilot the project, which began on 1 July and will be rolled out across the civil service if successful.

The current system has been criticised for requiring guided or forced outcome distributions, focusing heavily on behaviours and including opaque moderation processes.

The agency struggled to deliver end-of-year ratings in a way that was fair and acceptable to staff and unions, and stopped linking them to pay last year.

Once objectives have been agreed, the new system requires that line managers and employees have at least ten one-to-one monthly meetings during the year to discuss progress and development.

Line managers will receive training in coaching skills.

They will identify talented staff and poor performers to quarterly panels of senior leaders, who will consider what

action to take and monitor the results.

Prospect negotiator Rose Willis said: “The pilot will be evaluated by Prospect and the Cabinet Office throughout the year. This system will not be without its own difficulties as there is a large time commitment required and not all line managers are natural coaches.

“We will also need processes to handle situations where line managers and team members have different views on performance.

“It is Prospect’s fervent wish that this system does work better and is more acceptable to staff.”



STEFANO CACONINI

# CHAMPIONING YOUR PROFESSIONS – AND PROFESSIONALISM

Prospect is keeping up the pressure on the civil service to recognise and reward the unique contribution of specialists in protecting, supporting and enhancing the lives of people living and working in the UK, explains deputy general secretary **Garry Graham**



STEFANO CACONINI

OVER the past few weeks I have been privileged to meet hundreds of civil servants, many of them Prospect members, on a whirlwind tour of Civil Service Live events in Glasgow, Sheffield, Cardiff and London.

The key themes for this summer's events included skills, making the civil service "a great place to work", effective leadership and the importance of public sector delivery.

We asked John Manzoni, chief executive of the civil service, how it can be a great place to work in the context of the Treasury's pay restraint and headcount reductions.

I'm not sure he fully answered the question – which is probably why he is where he is, and I am where I am – but we will pursue this.

In the light of the Brexit vote, politicians will increasingly rely on the civil service for policy advice, support, analysis and delivery.

Matt Hancock, former Cabinet Office minister, spoke with pride about the UK having the best civil service in the world. This is the same minister who sought to unpick the 2010 agreement on civil service compensation.

Former prime minister David Cameron echoed those sentiments during his time in office. This is the same prime minister who intervened to enhance the severance terms of departing special advisers (against legal advice from John Manzoni).

Breathtaking hypocrisy is the politest description I can use for those who espouse the highest standards in public office and then do something else.

These are challenging times for those

of us committed to making working lives better.

It is the job of trade unions to deal with the world as it is – not simply as we would wish it to be – while looking after our members.

That is why Prospect is not affiliated to any political party and, in contrast to other unions, has not spent time and resources campaigning for a particular candidate.

We are making headway on a number of issues.

Our work on performance management is starting to pay off, with several organisations moving away from the doctrinaire approach to forced distribution and quota systems. We have to keep up the pressure.

On pay, there is an increasing recognition among professional, managerial and specialist grades that the civil service is unsustainably out of step with the wider economy.

Again, we need to be at the table, making the case for our members.

Negotiations on the civil service compensation scheme continue, with Prospect working alongside the FDA, Unison, GMB and the Defence Police Federation. I would encourage you to write to your MP on the matter (see page 3). There has never been a more important time to be a trade union member – or for a trade union like Prospect.

If you work alongside a colleague who is not a member, please encourage them to join.

■ **Read my blog about Civil Service Live at [http://bit.ly/civil\\_service\\_live](http://bit.ly/civil_service_live)**

## Health and safety pay link unhealthy

PROSPECT has asked Highways England to revisit its decision to link performance-related pay to its health and safety performance.

Highways England decided in July it wanted to reduce the bonus pay pot by 20% and link it to key performance indicators – notably those on health and safety.

Prospect has written to the company's chief executive, setting out its formal objections to the board's decision and the basis on which it was made.

The union said payments based on a guided distribution model produce worrying trends for staff with some protected characteristics and members believe the system is arbitrary and unfair.

Dave Allen, Prospect negotiator, said: "We oppose the use of performance-based bonus

payments linked to key performance indicators.

"We believe compliance with health and safety comes from a corporate approach that encourages staff to promote good practice.

"Seeking to use pay in a 'carrot and stick' approach to health and safety is not going to achieve that compliance. It also runs the risk of diluting the messages about safety and replacing them with a fierce debate on the pay system itself."

Allen warned that this move could create a growing gulf between staff and senior management, and called for Highways England to rescind the cut in the bonus pay pot.

"We believe this would go some way to alleviate staff concerns about the pay system and restore some of the goodwill that has been lost," he said.

# Agency staff costs hit funding for permanent workers

SOME GOVERNMENT departments are routinely spending more than a third of their staffing costs on contractors and temporary staff, according to new research by Prospect.

Prospect analysis of departmental workforce management figures shows that there are five departments or agencies in which full-time equivalent, non-salaried workers account for at least 20% of total staffing costs.



**Jonathan Green,**

Prospect's research section head, said the use of non-salaried staff seemed to fall into two categories:

- situations where a degree of flexibility was required to react to unpredictable circumstances
- instances where there was

a structural reliance on non-salaried staff.

"Over-reliance on agency staff in some departments is forcing down the funding available to keep pay for permanent staff competitive, hampering departments' ability to maintain the right calibre of full-time talent," Green said.

While the former situation could be seen as a justifiable use of resources, the latter appeared to be evidence of poor workforce planning that was damaging to the wider civil service.

"Clearly departments should be looking to reduce the size of their non-salaried operations and shift to having more salaried staff.

"If they did that, there might be scope for giving people a bit of a pay rise," he added.

■ **Read the full story in Civil Service World at: [http://bit.ly/cs\\_agency\\_pay](http://bit.ly/cs_agency_pay)**

## Workforce plan fails to square circle on pay

PROSPECT HAS welcomed the Cabinet Office's recognition that the civil service "must develop cost-effective and flexible reward structures that enable us to attract, retain and develop the very best talent".

Pay is one of five areas that the civil service workforce plan, published in July, identifies as having "the greatest impact on readying the civil service's workforce to respond to the challenges the UK will face

immediately, and in the years to come".

**Garry Graham,**

Prospect deputy general secretary said: "Prospect welcomes the

dawning recognition that the expanding gulf between the pay for professionals, managers and specialists in the civil service and the private sector is simply not sustainable.

"Most organisations see the need to strike a balance between growing their own timber and providing career pathways and refreshing skills and thinking from outside," he said.

While he welcomed the review of pay and reward, he warned that there was "a real danger that we're going to end up with what we've got in the senior civil service – effectively a two-tier pay structure, with people brought in from outside on market premiums and internal staff getting paid significantly less and with no way of catching up."

He added that Prospect was keen to engage in an early dialogue on pay and reward and to modernise pay systems so they are fit for the future.

"Our earlier efforts to do so have been thwarted by the dead hand of the Treasury and a policy vacuum at the centre," he concluded.

■ **[http://bit.ly/cs\\_workforce\\_plan](http://bit.ly/cs_workforce_plan)**



## MOJ AWARD PROPOSAL

THE Ministry of Justice has finalised its 2016 pay award proposals, providing many more staff with consolidated pay increases than it has been able to in recent years.

However, Prospect could not recommend that members accept the offer because not all employees will benefit.

Key features of this year's award include:

- Increasing all pay band minima by 1%, ensuring staff below this are moved to the new minima
- Increasing all pay band maxima by £1,000, allowing staff at the upper

limit some movement and a consolidated increase

- removing target rates, meaning some employees' pay has stagnated
- awarding a 1% increase to band A-F employees on "the deal" if they were not involved in formal performance proceedings on 31 March 2016 and are below the new pay range maxima
- the balance of any increases beyond the pay band maxima will be paid as non-consolidated amounts
- 1% non-consolidated increases for all staff above the new pay range maxima.

## V&A breaks 1% barrier

THE V&A museum has offered staff in grades B2-7 a standard pay increase of 1.55%, with a 1.55% uplift of all pay band minima and maxima.

The offer falls well below Prospect's pay claim of 5% standard award plus reintroduction of pay progression. But it is above the 1% pay cap recommended by the government.

Small additional payments are proposed for 73 staff with more than five years' service who are paid below the male average for their band, as a form of equal pay adjustment.



# MoD specialists call for fair pay

PROSPECT HAS drawn up a manifesto for specialist pay in the Ministry of Defence. The union says the ten-point checklist is necessary to maintain morale, support MoD's operational effectiveness and address skills shortages.

Citing research from the Chartered Institute of Personnel and Development (*Show me the money! The behavioural science of reward*, March 2015), the union argues that faulty pay structures generate real risks to productivity – from a lack of staff engagement and motivation to problems filling operations-critical jobs.

A recent Prospect poll of union members and non-members working for MoD employers found that more than three-quarters of respondents in both groups were dissatisfied or very dissatisfied with their salaries.

More than nine in 10 (95%) said they were worse off than in 2010.

Across both groups, more than 90% said there was a shortage of people with the skills needed to deliver the MoD's operational priorities.

Three-quarters of respondents said they were more inclined to look for jobs outside the public sector than they had been 12 months before.

Prospect national secretary Steph Marston said: "MoD needs a new pay strategy to secure the defence capability in its civilian workforce and build operational resilience.

"Prospect is committed to working with the department to reach a shared understanding of specialist workforce requirements, now and in the future."

Prospect's ten-point checklist for any MoD future pay strategy calls for:

- 1 Clarity:** easy for all staff to understand the correct level of salary for their job.
- 2 Equity:** salary structures address equal pay issues; salaries are audited regularly to give early warning of potential gender pay gaps.
- 3 Professional development:** salary progression aligned to milestones to recognise increasing knowledge and competence in each specialist job function.
- 4 Transparency:** salaries read across to clear indicators of job content and contribution.
- 5 Consistency:** greater responsibilities recognised by higher total pay.
- 6 Fairness:** any element of progression or variable pay should be based on well-understood and properly evidenced measures.
- 7 Comparability:** clear line of sight to comparable jobs in the external market.
- 8 Focus:** recognises the significance of civilian staff in the specialist functions that directly impact on the MoD's operational defence capability.
- 9 Security:** flexible enough to support career changes and redeployment as well as development within a specific profession or specialism.
- 10 Future-proofing:** offers younger and early-career staff a clear vision of how they can develop and progress in the MoD.

## DE&S MAKES LIMITED USE OF PAY FLEXIBILITIES

PROSPECT has been unable to recommend that members accept the pay offer from Defence Equipment and Support because the organisation has made limited use of the pay flexibilities available to it.

The union was successful in negotiating significant adjustments from the employer's original position. The final offer includes:

- a consolidated, pensionable flat rate award based on 0.89% of the weighted mean of their scale for individuals below the maximum of their pay scale, excluding those in Band E and Skill Zone 1-3
- freezing the pay maxima of each scale. Individuals on the maximum of their scale will receive a non-consolidated award of 1.5% of the scale maximum
- an additional 0.31% for individuals on the minima of their scale – consolidated, pensionable and calculated against their existing salary
- a non-consolidated, non-pensionable payment of £200 for staff in Band E and Skill Zone 1-3
- a 0.89% consolidated award for individuals on pay scales with one spine point
- retaining scale minima and removing spine points between the min and the max for each scale
- making 0.4% of the pay bill available for staff working in roles furthest from the market, and most critical to DE&S, based on performance and the position of the employee's current salary within the pay band
- rewarding about 40% of staff with non-consolidated performance awards, in line with the 2015 pay structure.

A group of 77 women is taking legal action against the Met Office in a multiple claim for pay equality with their male counterparts. Read the full story at <http://bit.ly/MO-equal>

## Prospect secures rise for 'must improve' staff

DEPARTMENT FOR Education staff who received a "must improve" box marking will receive a pay increase this year, after persistent lobbying by Prospect.

But the union has expressed concern at the difference in amounts paid to staff who received "achieved" and "exceeded" ratings in their appraisals.

The department's pay awards for 2016, which were backdated to 1 April 2016, included:

- increasing all pay band minima and maxima by 1%
- a consolidated increase equal to the greater of 1% of their pay band midpoint or £350 for staff with an exceeded, achieved or must improve performance rating

(but who are not in formal poor performance measures)

- a non-consolidated award of between £1,350 and £3,150 for staff with an exceeded performance rating; the remainder received between £1,000 and £2,150
- a non-consolidated award of £300 for all staff with an exceeded or achieved rating.



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# 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