

# What Future For C&G Managers & Staff?

**R**ecent Company communications have raised important issues for the future of C&G Branch Managers and Staff.

Senior Management has until now kept its 'cards close to its chest' concerning the impact of these and other changes on Branch Managers and Staff. **However, by analysing these developments - and the clear drive toward C&G integrating more fully within Lloyds TSB - LTU believes it is possible to predict what the C&G Branch Network might look like in the future.**

LTU believes there are a number of key developments that will have a substantial impact upon C&G Branch Managers and Staff over the coming year. These include:

- **The impact of greater integration of C&G within the Lloyds TSB Branch Network.** Until now C&G has largely been left to develop its own business. However, LTU believes this will no longer be permitted and that C&G will be required to integrate more fully with Lloyds TSB.
- **The need for, and roles of, C&G Managers and staff will inevitably be affected by the drive toward greater integration with Lloyds TSB. Changes in reporting lines for the new Mortgage Specialist role, the stripping away of back office processing tasks and removal of IFA mortgage business within branches will also have a major impact.** Unless new roles can be created, it will be necessary to either redeploy staff within Lloyds TSB branches or make staff redundant.

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- **Mortgage Specialists will be required to work on similar terms and conditions as Lloyds TSB colleagues.** It will be essential to ensure that these staff are not left worse off as a consequence.
- **Customer Service Assistants would appear to be particularly vulnerable to these changes.** With the processing of mortgages progressively stripped from branches, greater integration with the Lloyds TSB branch network will follow. With a focus on *sales*, it is likely that the number, types of tasks required and pressures upon CSA's will change radically.

**In this Newsletter, LTU examines what we believe the C&G Branch Network could look like in as little as 15 months time.**

We also consider the likely impact of changes - both planned and anticipated - on C&G Branch Managers, Mortgage Advisors and Customer Service Assistants.

# Predicted Future Shape Of C&G Branch Network

**LTU has little doubt that recent Management announcements indicate that there is about to begin a major transformation of the C&G Branch Network.**

Since being taken over by Lloyds TSB, C&G's organisational structure has been left largely untouched. LTU predicts that this is about to change.

Anyone who saw Lloyds TSB's recent Business TV broadcast - featuring Terri Dial and John Payne - will be left in no doubt that UKRB (Lloyds TSB Branch Banking) is now calling the shots.

LTU anticipates a transformation in the C&G Branch Network similar to that which previously took place within Lloyds TSB. In particular, we predict that:

- **C&G Branches will begin to resemble the structure of those in Lloyds TSB, with little or no back office work. This will transfer instead to operations elsewhere in the UK or India.**
- **As part of the integration into the**

**Lloyds TSB Branch Network, C&G Branches will be swallowed up into Lloyds TSB Local Director Groups. They will then become just one of several branches under the same local management structure or, worse still, closed altogether.** We would expect C&G Branches to retain their own public identity; even if staff are expected to switch between Lloyds TSB and C&G branches.

This would, in effect, be what is happening to Mortgage Specialists, though in reverse.

- **There will be a far stronger focus on sales targets for all staff that remain working in C&G Branches.** The Union also expects a far stronger focus on performance; with staff that are adjudged to be underperforming facing the prospect of being placed on Performance Improvement Plans (PIP's) and even dismissal.

**To gain an insight into how C&G Branches may be transformed in the future, Managers and Staff could do far worse than look at their local Lloyds TSB Branches!**

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## Impact On Branch Managers

Branch Managers will face concerns over their job security and grading if LTU's predictions on the future of the C&G Branch Network come true.

**By losing responsibility for managing Mortgage Specialists and IFA-introduced mortgages, and the stripping out of all mortgage processing, workloads will be cut by as much as half.**

**With fewer staff in branches as a result, there will inevitably be a detrimental impact on grades.**

**If this is the case, many C&G Branch Managers could eventually find themselves facing the prospect of either being downgraded or redundant!**

## Lessons From Lloyds TSB Branch Managers

The deployment and grading of managerial staff in the Lloyds TSB Branch Network provides a valuable insight into what might happen to C&G Branch Managers. Once Managers no longer have responsibility for Mortgage Specialists or back office processing, and if C&G branches are fully integrated into Local Director Groups, their grades will clearly need to be reviewed.

Within the Lloyds TSB Branch Network, the grade of the most senior member of staff in a branch will typically be as follows:

- Under 6 staff: Typically a Band 6, paid a minimum salary of £17,910 and against a

Market Indicator when fully experienced of £19,900. No company car or other managerial status.

- Up to 10-15 staff: Typically a Band 5, paid a minimum salary of £20,528 and against a Market Indicator when fully experienced of £24,150. No company car, though known as an Assistant Manager.

A Senior Manager with responsibility for managing a group of branches - perhaps as many as 4 or 5 and with a staff complement of 30-40 - will be typically graded at Band 4. The minimum salary for managers at this grade is £26,775 and the market rate for an experienced Band 4 starts at £33,100. At this level, a Manager is also provided with a company car.

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# Mortgage Specialists

The proposed changes to the Mortgage Advisor role (into Mortgage Specialist), whilst offering some exciting opportunities, will need to ensure individuals' contractual rights are protected.

The main areas of concern include:

- **Performance Related Pay - guaranteed salary being replaced by risk pay dependant on performance.**
- **Pressure to harmonise the terms and conditions of C&G Mortgage Advisors with Lloyds TSB Mortgage Arrangers.** With Mortgage Specialists from C&G and Lloyds TSB working alongside each other, and almost certainly switching branches with each other, it appears inevitable that harmonisation of terms and conditions will follow. LTU is convinced that if this happens it will be on Lloyds TSB terms.
- **An attack on Guaranteed Saturday Overtime.** Lloyds TSB staff on harmonised terms are typically not paid overtime for working on Saturdays.
- **Threat of removal of the £1,000 CeMaC**

### Allowance that is paid to RMA's.

**C&G Senior Management has begun discussions with LTU on the future Reward package for Mortgage Specialists.**

### LTSB Mortgage Specialists

Within Lloyds TSB, staff in the Mortgage Arranger role are rewarded as follows:

- \* **Level B £16,400**
- \* **Level C £19,380**
- \* **Level D £22,950**

The level at which staff are managed is dependant upon performance and will be explained more fully in a forthcoming Newsletter.

Lloyds TSB Mortgage Arrangers can earn bonuses on top of these basic salary levels - producing additional on target earnings of 20% of salary. Their salary level can also move up or down, depending upon sales performance.

It will be essential during negotiations on behalf of Mortgage Specialists, that C&G staff are protected and treated certainly no worse than Lloyds TSB colleagues.

# Customer Service Assistants

LTU anticipates that the biggest impact of the changes to the C&G Branch Network will concern the number of CSA's and the type of work they carry out.

**With the processing of mortgages and other work being removed from C&G Branches fewer staff will be needed.**

However, based on experience over recent years, LTU would be surprised if management was to merely grant surplus staff Voluntary Redundancy to leave the Company. **It would be far more likely that management make attempts to redeploy staff into nearby Lloyds TSB branches.** The Lloyds TSB Mobility Policy enables Management to redeploy staff to branches of up to 25 miles, or 1 hour 15 minutes travelling time,

from home.

**For those CSA's that remain in C&G branches, it is certain that there will be far greater pressure to become involved in the sales process.** Management has already said that it intends to increase the range of products sold from C&G Branches.

**It is also possible that some CSA's would come under pressure to seek accreditation to meet FSA Compliance requirements.**

Members working in C&G branches have reported over recent weeks the sort of developments described above. These range from leafletting passers by in the high street to wearing promotional T-shirts at work.

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## The Need For Professional Representation

**The support of the C&G Staff Association (C&GSA) might have been adequate in a stable environment with little change. It is, however, ill-suited to meet the challenges now facing C&G staff.**

Meanwhile, the C&GSA's partner union, Amicus, has failed to meet the needs of Lloyds TSB staff. As a result they have fewer than 3,500 paying members in Lloyds TSB compared to LTU's 46,000. This difference in membership demonstrates the confidence Lloyds TSB staff have that LTU are best equipped to protect their interests.

C&G Managers and Staff quite simply can't afford to rely on second best.

Instead, you need to be represented by a professional, independent trade union that has a detailed knowledge of the Lloyds TSB Group and isn't afraid to meet the difficult challenges facing staff.

**LTU is that union. We are an independent trade union financed solely by income from members. And all of our Officials that represent staff are professionals, whose only responsibility is to represent staff effectively.**

**To join LTU straightaway you can phone our Membership Department on 01234 262868.**

**STEVE TATLOW  
Assistant General Secretary**