

# LTU In C&G: Individual Representation Successes

**R**ecent LTU individual representation successes on behalf of C&G members have shown the impact that LTU can have on the treatment of members working for C&G.

During March alone, charges against two members of C&G staff were dropped altogether following the intervention of LTU's professional Individual Representation specialists.

- **In one case the formal stage of the Performance Improvement Process "PIP" had been implemented. On appeal LTU represented, prepared and delivered a submission resulting in the immediate withdrawal of the formal process with a supportive coaching plan agreed instead.**
- **In the other, a member of staff was called to a hearing at Stage 4 (Gross Misconduct) of the Disciplinary Procedure, facing almost certain dismissal.**

**However, when it was clear that an Official from LTU was representing the member, the charges were dropped altogether just one hour in advance of the Hearing! The HR Representative said the case was a mistake and that the Company no longer intended to proceed.**

In both cases, LTU is certain that had the individuals been accompanied by less experienced representatives - such as those from the C&GSA or Amicus - management would have continued with the cases. It is likely that both members of

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staff would have been dismissed.

## Injecting Professionalism

**The professionalism LTU is bringing to staff representation within C&G is long overdue and will result in a transformation in how staff are managed.**

That is because HR is now beginning to realise it can no longer act with impunity, nor get away with 'sloppy' preparation of cases against staff secure in the knowledge that it will have an 'easy ride' from less able and experienced representatives.

**And more and more C&G Staff are now realising that they have a legal right to be represented by the Union of their choice at all Disciplinary, Performance and Grievance Hearings ... and that is why LTU membership in C&G is now growing so rapidly.**

# A Challenging Time For Staff

To say that C&G Staff face a challenging time ahead is a gross understatement.

Signs are already emerging of:

- **Increasing numbers of C&G jobs being made redundant.**
- **C&G Staff being forced to transfer to Lloyds TSB Contracts.**
- **Pressure upon ALL C&G Branch Staff to accept more sales pressure and more demanding targets.**
- **Many more C&G Staff facing the prospect of being placed on Performance Improvement Plans (PIP's) if they are unable to meet challenging objectives; with the real risk of dismissal.**

- **A far tougher attitude to staff - including more use of unjustified disciplinary proceedings - where management believes it can get away with it.**

Wanting so much fundamental change, Senior Management would prefer to operate in an environment where it faces little challenge from its staff representatives. After all, who wouldn't prefer an easy ride?

Which is exactly why Senior Management is investing so much effort in protecting and promoting the role of the C&GSA and Amicus.

**And precisely why C&G Staff instead need to be able to count on independent, professional representation where their needs are always put ahead of all other considerations.**

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## Influence Where It Counts

**Does anyone really believe any longer that the decisions that affect C&G Staff most, are taken by C&G Senior Management?** Of course not.

Having being able to operate fairly autonomously over the first nine years since it was taken over by Lloyds TSB, there has been a significant shift in the detailed direction of C&G over the last 12 months.

**Put simply, Lloyds TSB's Top Management is now firmly in control.**

That was clear in the Business Television Broadcast at the end of last year when Terri Dial told Jon Pain to confess to the targets C&G had accepted for Mortgage growth during 2006. And it was clear again just this week when it was announced that the C&G Fareham operation was being dismantled and taken over by the Bank's Retail Telephony and Group Operations functions.

**So where does that leave staff representation within C&G?**

**Well the Staff Association is now quite simply too parochial.** It has only a limited influence on C&G Senior Management, when everyone knows that the real decisions affecting the future direction of the business and staff are being taken by Lloyds TSB - not C&G - Senior Management.

**Equally, Amicus has barely any presence within the wider Lloyds TSB Group;** its 2,500 paying members not even amounting to 3% of the total workforce.

**This leaves the future for the effective, professional representation of staff in the hands of LTU alone.** With 45,000 members, only LTU has the membership strength and impact - and reach across the whole of the Lloyds TSB Group - to be sure of being able to represent C&G Staff effectively and successfully.

# No Time To Sit On The Fence!

A key responsibility of any organisation purporting to represent staff, is to comment and campaign upon issues of concern to its members.

**And there is no shortage of issues within C&G, in particular:**

- **The threat to jobs in Head Office and central locations through a combination of Offshoring, Site Closures and the 'TUPE Transfer' of staff to Lloyds TSB terms and conditions of employment.**
- **Disruption and uncertainty in the Branch Network, as C&G branches are progressively integrated within the Lloyds TSB local Area Director Group structure. All roles will be transformed over the next 24 months.**
- **Excessive pressures upon Mortgage Sales**

**Managers and Mortgage Specialists, faced with unrealistic targets, diminishing bonus opportunities and the dangers of dismissal for alleged 'underperformance'.**

Faced by these and many other pressures, it is essential that C&G Staff can rely upon their representatives to stick up for them.

But in this respect the performance of both the C&GSA and Amicus has been far from impressive. Neither has been willing to challenge - or even criticise - management decisions that affect staff adversely.

**In contrast, LTU's record speaks for itself.** In the last 6 months alone, we have issued 19 detailed C&G Newsletters reporting on key issues and have been campaigning on a wide range of important concerns for C&G Staff: from Offshoring and pressures upon Mortgage Specialists, to fair pay for C&G Staff.

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## Professional Support For C&G Staff

LTU gives our members working in C&G - and the Lloyds TSB Group more generally - a quality of individual and collective representation that is unmatched by any other British trade union.

- **Our high membership - within the Lloyds TSB Group - provides LTU with real impact and influence; whilst our focus, we represent only Lloyds TSB Group staff, means we have a real, in-depth understanding of the needs and concerns of all staff working across the Group.**
- **We are completely financially and organisationally independent of Lloyds TSB Management; unlike both the C&GSA**

**and Amicus. That means we can always put the interests of our members first; without fear of the repercussions of upsetting senior management.**

- **All our Officials who provide individual representation previously worked for the Company, prior to being employed directly by the Union. That means they are uniquely placed to understand staff needs and represent staff most effectively.**

All this means one thing. A high quality of professional individual representation within C&G that has never been available to staff previously.

**STEVE TATLOW**  
**Assistant General Secretary**