

6th March 2017

Flexible Resourcing & Expenses: Bank Backs Down

Despite a deafening silence on the matter of expenses, the Bank has finally conceded and given Bank Managers written advice on how the matter of travel expenses will be handled under Flexible Resourcing - a great relief to Managers and CSAs no doubt.

The Bank has said:

"As part of introducing resource pools, a colleague's current branch remains their base branch."

If a colleague is now working flexibly across a resource pool and travelling to branches other than their base branch, then the colleague should not be out of pocket and therefore is able to claim any extra travel costs using the Colleague Expenses policy/procedure. This could be extra miles driven, extra parking toll fees or extra public transport costs."

So it would seem that the Bank is doing the right thing and we're prepared to take what's been said at face value. Whether this is thanks to Mr Bulloch, Mr Davies or both, the Bank has listened to LTU and it would be churlish not to acknowledge the very action that we said should be taken.

Advice for Members

1. Make sure that you've got confirmation of your base branch in writing, particularly if you work across more than one branch already.
2. Make sure that you document and keep receipts for all journeys that leave you "out of pocket", in accordance with the Bank's Colleague Expenses policy/procedure.
3. If at any point you believe the requirement to work flexibly is leaving you out of pocket, please contact the Union's Advice Team immediately on 01234 262868 (Choose Option 1).

"...a great relief to Managers and CSAs"

A Cautionary Note

The Bank says *"As part of introducing resource pools, a colleague's current branch remains their base branch."*

A cynic might argue that the Bank's chosen form of words suggests that staff will have a base branch only whilst Flexible Resourcing is being introduced, and that at some point this linkage will cease. If that happens, the key question will be "What will happen to the payment of expenses from that point onwards?". The Bank's text may of course be

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a simple, unfortunate choice of words – let's wait and see.

Flexible Resourcing Feedback

I want to thank the hundreds of members who took the time to send me their views on Flexible Resourcing. You won't be surprised to hear that members generally seem to fall into one of two camps: supporters and opponents!

A consistent concern across the board is what impact Flexible Resourcing will have at an individual level:

"I see the point of it for the bank and that's fine as long as they're flexible too!"

"They won't care about individual circumstances you will be moved around like cattle."

"The Bank is nothing but a cold unfeeling bully. It sees staff as little Minions. This is only ever for the benefit of the Bank to use staff like stock products, moved where and when required. There is no empathy or consideration for people's lives or commitments outside the Bank"

"I see the point of it for the bank and that's fine as long as they're flexible too!"

"From a business perspective I think it's sensible to adopt a flexible and more agile approach to staffing. However, it's imperative that due regards are given to each individual's circumstance and any flexible arrangements must be mutually agreed. Despite the Bank's assurances, I am concerned that this won't happen. Realistically, is it worth the additional effort of managing and moving CSAs around branches because one branch is slightly busier at 3pm on Tuesdays than others? Probably not."

"I think it's totally unfair – we settle at a branch and

our lives are planned around this ... How nice for the fat cats in their ivory towers, with not only their massive salaries but also their obscene bonuses, to play God with our lives!"

Academics studying management often refer to the importance of transparency in the employer/employee relationship: in other words, being open and honest with staff. Giving a clear answer on expenses was an important step towards the transparency that the Bank often lacks, but the Bank needs to go further. As one member said "I feel flexible resourcing is another thing made up by the bank by people who have never worked a day in a branch".

"I think it's totally unfair – we settle at a branch and our lives are planned around this"

To alleviate these concerns and build the trust that's so clearly essential, the Bank needs to address:

1. "Pressure in branch is at breaking point... we never leave on time and are constantly harassed into working extra hours" and, as one pilot member says "it is now compulsory that we do overtime every day to balance tills, lock up etc. We're told this should be possible in 10 minutes so we won't be eligible for overtime." **How is the Bank going to tackle this problem?**
2. "I find it quite difficult to have 2 or 3 different places of work, often when there is pending work put into the diaries, it isn't always dealt with the next working day and is often left for me when I am there a whole week later!" and "There is no continuity with problem solving if someone is not going to be there tomorrow". How will the Bank ensure accountability for individual units of work?

3. "Our BM is out of our branch most of the week... ABMs are struggling to do everything and when staff cover other branches, inevitably we have to cover them and their jobs". **How will the Bank prevent ABMs from becoming overloaded?**

"I find it quite difficult to have 2 or 3 different places of work"

4. "My branch had over double the number of CSAs 4 years ago than it does now. Yet when customers give bad feedback because of the queues and say they don't feel valued, it is OUR fault and we are told we have to wow customers with our great service!". **What steps will the Bank take to prevent staff being penalised for customer complaints when Flexible Resourcing goes wrong (as it inevitably will from time-to-time)?**
5. "It's quite disrupting and often difficult to feel part of a team" and "Staff that are moved around a lot do not show a team mentality and do not feel responsible towards their colleagues". **How will the Bank address this key motivational issue?**
6. "I'm very worried about my own role as I feel next step will be one BM across the pool". **What does the Bank plan? This is the transparency issue.**
7. "When this 'flexible resourcing' was 'sold' to us the one thing we were told that would be good for us was that we would be able to get the holiday choices that we wanted as it would improve the staffing situation. This is totally untrue as now we can NEVER get our holidays, we cannot see what holiday is available and none of my choices for this year, NOT ONE has been approved". **What does the Bank plan to do to address this problem?**
8. "Being a PBA and continuously being scrutinised

for the amount of outbound calls made and appointments booked, flexible resourcing is only going to make that more difficult due to not knowing where you will be from day to day. This in turn makes it harder to "maintain deep customer relationships". **Assuming PBAs are next on the list, how does the Bank expect PBAs to meet their objectives in the world of Flexible Resourcing?**

"It's quite disrupting and often difficult to feel part of a team"

The confidential feedback portal is still open. If you'd like to share your views with us and haven't already done so, or you have anything else to add, please go to:

www.research.net/r/flexibleresourcingfeedback

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