

## WORKING FOR YOU IN RBS WEALTH DIVISION

# WMPP – PHASE TWO MAJOR JOB LOSSES ANNOUNCED

RBS have today (14th June) announced the headcount impacts of Phase Two of the Wealth Management Platform Programme (WMPP), along with further details of the new Target Operating Model (TOM) to be adopted. The headline details of the announcements are:-:

- Establishment of Wealth Hubs in Bristol, London and Zurich, with the resultant and previously announced closure of the Crawley Office
- Significant headcount impacts and reductions within the London Hub and in Crawley
- The adoption of Avaloq and transfer of work to Zurich with a corresponding increase in headcount
- Some displacement of and an overall growth of job roles within the Bristol Hub
- Enhanced Redundancy Mitigation Measures for impacted staff at Crawley

## BACKGROUND TO ANNOUNCEMENT

Previous UNITE newsletters in June 2010 and March 2011, detailed the RBS Group's major restructure and investment programme within the Wealth Division, which would result in as many as 500 fewer job roles in the U.K. The Group argued that the restructure was necessary to improve technology within the Division, as well as reducing costs in line with competitor organisations. RBS have announced the details of Phase Two of the programme, with Phase One being the restructure of Adam & Company and Phase Three will be the introduction of Lean into the Wealth Function. It would be impossible to detail the impacts across all teams, in all locations; therefore this newsletter will cover the headlines of the announcement.

*Unite – your union in  
RBS Wealth Division*

## LONDON OPERATIONAL HUB IMPACT

The two remaining U.K Wealth Operational Hubs, i.e. London and Bristol will be redesigned and modelled upon the existing Operational Model of the existing Zurich site. The increased automation of operations afforded by the Avaloq system will result in as many as 316 permanent roles (all numbers in this newsletter refer to actual individuals impacted and roles, not full time equivalents) across the Bush Lane, Aldgate Union and Strand Offices being placed at risk of redundancy, with eventual role reductions of eight Managerial, 75 Appointed and 221 Clerical. In addition to these role reductions, 75 temporary and contractor roles will be released.

A large number of roles will not be made automatically redundant, with 77 Appointed Roles in London being pooled for 45 roles in the new structure and 276 Clerical Roles at Senior Business Associate and Associate Level being pooled for 92 roles in the new structure. Staff impacted will be given the opportunity to volunteer for redundancy and in the event that there are insufficient volunteers, a selection process will be conducted for the pooled roles, using the Group Matrix Selection Process.

Whilst a number of roles are being pooled at the Clerical and Appointed level, the Group maintain that all Managerial Roles in the new structure will be significantly different from the current roles, therefore all Managerial graded staff will be placed at risk and provided the opportunity to volunteer for redundancy or opt for redeployment into the new roles. A small number of roles will also be transferred into GTS Operations from the Wealth Division and 20 new roles will be created in Coutts 24.

## CRAWLEY OPERATIONAL HUB IMPACT

Phase Two of WMPP confirms the previous announcement to close the Crawley Operation, which will result in the displacement of five Managerial Roles, 26 Appointed and 92 Clerical, with a further 14 temporary staff or contractors being released. Much of the work undertaken in Crawley will fall away as a result of the automation introduced as part of Avaloq, as well as being absorbed into the Zurich Operation. Due to the nature of the closure in Crawley and the lack of alternative roles in and around Crawley, the Group have agreed and made available a number of enhanced redundancy mitigation measures to assist members wishing to consider alternative roles.

Full details of these measures will be made available to impacted staff, the headline details of these measures are i) a travel allowance for all reasonable additional travel costs in year one and 50 per cent of additional travel costs in year two ii) a £5,000 lump sum (pro-rata) either upfront, or on successful completion of trial period, if the new journey to work is more than 40 miles or one hour and in a new town/city

iii) if the new business location is more than 60 miles journey and in a new town/city, home relocation support of up to a maximum value of 50 per cent of eligible redundancy payment will be made available iv) a trial period for Alternative Roles of up to three months, and by exception up to six months.

The RBS Wealth Division intends to exit the Crawley site by the end of 2011.

## BRISTOL OPERATIONAL HUB IMPACT

There is less of an impact within the Bristol Hub and there is an overall growth in job roles, with headcount increasing from 182 to 205, with future plans to grow the operation further. Up to nine members of staff at the ML4 and ML3 level will be placed at risk with reductions to be achieved of one at ML4 and four at ML3. An additional eight roles will be put at risk within Business Improvement and Project teams.

## ZURICH OPERATIONAL HUB

Much of the impact of the Phase Two announcement is a result of the introduction of the Avaloq IT system and the Zurich Operation absorbing work into the existing structures; although 10 new roles will be created in Zurich. These roles will be made available to impacted staff in the U.K on a relocation basis. Details of the International Relocation Policy will be made available to impacted staff on request.

## NEXT STEPS AND APPROACH TO AVOIDING REDUNDANCIES

All staff impacted by WMPP will have a one to one with their Line Manager to discuss the implications of the announcement upon them and their job role. Members will have the opportunity to state a preference for Voluntary Redundancy, where appropriate to be pooled for selection or where there are no pooling opportunities to opt for redeployment within the Wealth Division or beyond. Whilst the Group reserve the right to decline an application for Voluntary Redundancy, either due to the desire to retain key skills or because of oversubscription, UNITE does not support a position where members are declined V.R/VER when members in the same pool are being made Compulsorily Redundant.

In addition to the Enhanced Redundancy Mitigation Measures (ERMMs) available to staff from the Crawley Office, there are a set of standard Group Redundancy Mitigation Measures, full details of these will be made available to staff. The Group have a stated position, from the most senior level in the organisation, to do everything possible to avoid Compulsory Redundancies (CRs) and this will include the aforementioned mitigation measures and exploring all redeployment opportunities. UNITE however harbours grave concerns regarding how robust this commitment is and a number of proposals tabled by UNITE to reduce the

prospect of CRs have been rejected by RBS, as either being too costly or not strictly following Group policy, particularly when considering opportunities for Voluntary Job Matching (VJM). These issues will continue to be pursued by UNITE, as extra cost, work, inconvenience etc should not represent a barrier to reducing or avoiding CRs.

## UNITE COMMENT

Almost a year following the initial announcement of the transformation programme within the Wealth Division, members are now understanding and coming to terms with the impacts of Phase Two of the programme. Whilst RBS will argue that these changes are imperative in terms of building the business as profitable and sustainable in the future, these ideals are scant consolation to those members now facing the very real prospect of CR. The sheer scale and impact of these announcements and the headcount reductions particularly in London and Crawley make CRs almost inevitable. Whilst the transfer of Operations to Zurich does not fit the mould of traditional Offshoring, i.e. the transfer of work to a lower wage economy, this transfer is still Offshoring, albeit the number of job losses in the U.K dwarfs the number of new roles being created in Zurich. The bitter irony of this transfer of work is a taxpayer owned organisation making redundant the very same taxpayers that bailed out the organisation via the transfer of work outside of U.K. Whilst Compulsory Redundancies can never be justified; making these redundancies in these circumstances is unjustifiable.

UNITE maintains a complete opposition to CRs and will do everything possible to ensure that any members that wish to remain employed with the Group have every opportunity to do so. Whilst UNITE clearly welcomes the Group's decision to introduce the EMMs for the staff impacted in Crawley, measures that mirror those agreed by UNITE in Business Services, UNITE maintains real concerns regarding the Group's commitment to avoid or minimise CRs. The union will continue to press the bank on these issues throughout the consultation period and to uphold their commitment to do everything possible to avoid CRs. UNITE will be

undertaking visits to the sites with the major impact, i.e. Crawley, Bush Lane & Aldgate Union, if impacted members at the Strand or Bristol would welcome a visit, please contact the helpline on 0870 241 4425 or e-mail [rbsinfo@unitetheunion.org](mailto:rbsinfo@unitetheunion.org), alternatively you can contact one of your local Workplace Reps for assistance. Any members with concerns or queries should in the first instance raise these with their line managers; however if these issues remain, again please contact the helpline, rbsinfo or your local Workplace Reps.

## UNITE REPRESENTATIVES

UNITE has also recently concluded negotiations with the bank on a new and improved UNITE Representatives Agreement. We are always seeking members to take on one of the four UNITE Representative roles, i.e. Workplace, Union Learning, Safety and Equality. Any UNITE members interested in finding out more about becoming a UNITE Representative please contact the UNITE RBS Helpline or e-mail [rbsinfo@unitetheunion.org](mailto:rbsinfo@unitetheunion.org).

## UNITE UPDATES

If you would like to receive regular updates electronically from the union please email from your preferred email address to [rbsinfo@unitetheunion.org](mailto:rbsinfo@unitetheunion.org).

### **Not a Member?**

Join UNITE's one and a half million members and have a voice on this and other issues, as well as receiving support, advice and representation for £10.96 a month for full time staff and £4.98 per month for part time staff working less than 21 hours a week. Membership forms can be obtained by phoning 0845 850 4242 or emailing [rbsinfo@unitetheunion.org](mailto:rbsinfo@unitetheunion.org) plus you can join on line at [www.unitetheunion.org](http://www.unitetheunion.org).

**STUART DAVIES & ALISON MACLEAN –**  
JOINT LEAD OFFICERS

UNITE RBS HELPLINE  
**0870 241 4425**