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# People & HR

Training and Advisory Services

# People & HR: Training and Advisory Services

**Businesses face an increasingly complex legal, regulatory and operational environment, as they look to introduce and maintain structures and policies for the new normal post-lockdown.**

We take the time to understand the current issues that those responsible for HR face. We can work with you in four key areas or 'pillars' through which we can help your business to address these issues and move forward.

Senior People & HR Consultant Jim Richardson leads a team of experts working alongside our Employment team and our Immigration team. Together we can provide you with a holistic model across a broad range of sectors offering core people and employee-related workplace solutions.

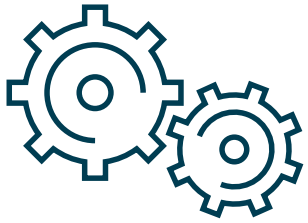
A selection of our clients:



**Jim Richardson**  
People and HR  
Consultant



# The 4 pillars: how we can help you



## Redundancy and Restructuring

We can project manage and plan collective consultation processes providing training and advice on areas which include:

- the election of employee reps;
- how to run fair selection processes; and
- how to handle interviews for alternative roles.

We will also advise you on job evaluations and forward planning for the restructuring of roles, locations and remuneration packages. As part of our service, we can assist you with internal and external communication plans.



## Culture

Our strategic advice will help you to create action plans to increase the diversity of talent across your workforce and organisation. We provide training on supporting your working culture including:

- diversity & inclusion;
- wellbeing and resilience building;
- return to work including hybrid working, handling flexible working requests, sickness absence management, vaccination policies and working safely; and
- managing a millennial workforce including social media safety and privacy.

We can advise you on the full range of reward strategies and regulations including equal pay audits, pension scheme closures, employee benefits, reward frameworks and variable compensation strategies including ESG-driven remuneration.

We can also advise on how to ensure you meet your obligations to prevent illegal working as your business adjusts to hybrid working.

# The 4 pillars: how we can help you



## Talent retention and acquisition

Retaining and motivating talented employees is a key pillar of HR strategy for all successful and growing businesses. Our team can provide training on:

- hiring including employment status, IR35 and reducing costs;
- employee retention and engagement including leadership development;
- pre-employment screening and assessments; and
- business immigration including:
  - right to work checks and common issues;
  - sponsoring migrant workers under the Skilled Worker route; and
  - options for global mobility including business visitors, intra-company transfers and sole representatives.

We also advise on approaches to benchmarking employees and talent attraction strategies.

Our Immigration team can advise you on sponsor licence applications and compliance, choosing the most appropriate visa route for an overseas hire and tips for managing an employee's immigration journey.



## Special Projects

Changes in legislation and regulation can create rapidly changing priorities for HR. We provide training on one-off projects covering areas such as:

- investigations and audits (national minimum wage, equal pay, furlough scheme, gender pay gap reporting and IR35 assessments/reviews);
- immigration compliance and mock audits;
- resolving conflict:
  - including disciplinary and grievance matters such as fraud or whistleblowing;
  - our team has extensive expertise in helping to negotiate senior executive exits and running internal mediations; and
- data including breaches and steps to avoid ICO investigations and using metrics to manage your workforce.

For more information, please contact [Jim Richardson](#), or your usual contact in the [Employment](#), [Pensions](#) or [Immigration](#) team.

# Jim Richardson – Senior People & HR Consultant



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Jim is a qualified chartered accountant and an experienced senior HR consultant specialising in delivering people and employee-related workplace solutions across a broad range of business sectors both in the UK and globally.

His particular areas of expertise are at the front end of the employee life cycle and include areas such as Executive / C-suite hiring, including search firm management, assessment of both internal and external candidates against clear competencies, complex compensation structures and onboarding of senior hires, which include full reference and screening checks.

## Jim's recent experience

- Advising a client on a number of global executive hires, covering roles including CFO, CIO, CRO, and non-executive directors across several sectors including professional services, financial services, manufacturing, healthcare and FinTech.
- Advising a client on a review and update of their screening and vetting process across all employees levels to mitigate client-facing risk.
- Delivering a global resourcing review for a FTSE 250 company to improve hiring processes at all levels.
- Delivering a “Future of Work” project at major UK Bank. Our advice including reviewing the employee life cycle and trailing new initiatives including a virtual learning curriculum and new reward benefits.
- Assisting a FinTech start-up in developing a new suite of employee share options. This resulted in three new share options schemes to help improve culture and retention for employees.
- Establishing a group wide executive reward plan to help drive global engagement and performance and establishing a variable compensation plan for an asset manager.

**“Jim’s knowledge and expertise in resourcing and exec recruitment in particular is second to none.”**

Partner in charge of HR consulting, PWC

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# Mike Powner – Employment Partner



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Mike has over 25 years of experience primarily as a corporate employment lawyer with a UK, US, European and Middle Eastern client base.

He has extensive expertise in providing commercial advice to reduce exposure to litigation. Michael also has substantial transactional experience advice on a vast array of M&A, SPA and outsourcing deals. He has particular expertise with European redundancies/restructurings and all forms of employment related dispute resolution as well as the legal challenges of diversity and inclusion, recruitment and retention of key staff, HR audits/reviews to unearth key problem areas to address together with implementing change/transformation programmes including benchmarking against the best in class for data protection, whistleblowing, well-being and respect policies.

Michael is ranked as a partner in Chambers & Partners 2021 for Employment.

## Mike's recent experience

- Acting for a FTSE 100 and many other similar international businesses with regard to Europe wide restructurings and redundancies in 2020.
- Constantly updated advice on COVID-19 and the UK Government schemes across Europe to retain jobs, including implementing workforce variations to contracts and changes to home working and travel policies.
- Acting for global sports organisations, teams and federations across a range of employment advice, reviews and audits.
- Acting for international retailers to provide TUPE and related collective bargaining advice, avoiding UK wide industrial action.
- Gender pay reporting, NMW audits, positive action planning and implementing culture change programmes across a wide spectrum of sectors.

**“Mike Powner is an exceptional lawyer. He challenges me, supports me and is a highly engaging person to be around.”**

Legal 500, UK, 2022

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# Steve Merrion – Senior People & HR Consultant



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Steve is an experienced HR Director with a successful background in leading and managing change. He has worked globally in many cultures and is able to deliver change successfully across a variety of sectors. He has over 20 years' experience of managing complex change and is able to help stakeholders at all levels navigate their way through change.

He is known for having an open, honest and transparent style – this straightforward approach has helped him manage change in an empathetic way whilst still delivering the change that is required.

Recent clients have included the Civil Service, Deloitte and Nuffield Health advising on senior HR matters and more recently helping clients with the proposed IR35 changes. Prior to this he was an HR Director and Programme Manager for Credit Suisse, Barclays and Dixons.

## Steve's recent experience

- Worked with new CEO and Board to set up new organisation and appoint new senior management team.
- Project managed TUPE transfers and subsequent restructuring for a new agency of the Civil Service.
- Reviewed existing pension scheme and project managed transfer of pension and payroll administration to an outsourcing provider.
- Led IR35 project for large private healthcare provider – providing assessments, updated policies and implementing changes for clients and contractors.
- Acting as a mentor and advisor to newly appointed senior manager with responsibilities for a change programme including stakeholder management, harmonization of benefits and other T&Cs.
- Consultant for a privately owned construction sector recruiter that needed assistance with additional HR projects – including updating policies and liaising with staff and clients on their behalf.

# Geoff Smith – Senior People & HR Consultant



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Geoff has extensive experience working across the EMEA region, driving change and providing leadership in complex jurisdictions including UK, France, Germany, Spain, Italy, Scandinavia, Israel and the Gulf countries.

His sector experience includes Private Equity, Professional Services, Engineering/ Manufacturing and Pharmaceuticals, within UK, US and Japanese corporates.

His particular expertise is in Employee and Labour Relations, Restructuring and Downsizing and HR Transformation and Change.

## Geoff's recent experience

- Leading a large-scale consultation to effect changes in UK terms and conditions and pension provision for a Fortune 500 company.
- Managing numerous complex employee relations cases including grievances whistleblowing claims and disciplinaries in multiple jurisdictions and sectors, including the NHS.
- Reducing the workforce by 10% in a UK telecoms company with a challenging labour relations climate, followed by employee turnaround activities including re-energisation and skills transformation.
- Managing union recognition claims internationally, including in Israel, Serbia, Turkey and Cyprus.
- Reviewing the HR function at Japanese multinational resulting in the renewal of the HR structure. This included advising on competencies and processes to improve partnership with the business.
- Reshaping the HR function at a private equity owned company following the separation from UK parent company, including recruitment and development of the HR team.



# Lucy Heath – People & HR Consultant



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Lucy is a CIPD-qualified HR Manager and People Consultant with a BSc in Human Resources Management and experience in a wide variety of HR and employee relations cases, across a range of sectors and functions.

Lucy is enthusiastic about developing managers and providing them with the tools they need to effectively communicate with and lead their teams, to produce the best results for their business.

Her particular expertise includes employee relations, change management, redundancy and restructuring, executive talent retention and acquisition, gender pay reporting, performance management, policies and procedures, along with generalist HR support.

## Lucy's recent experience

- Conducting a National Minimum Wage pay audit for a top 5 UK coffee chain.
- Creating and implementing the HR strategy for a Michelin-starred restaurant group, including streamlining recruitment processes, developing new HR procedures and compliantly resolving outstanding or ongoing disciplinary and grievances cases.
- Overseeing strategic executive recruitment of C-suite and management roles for a UK-based international political consultancy group.
- Providing both interim and ongoing HR advice and support for a number of organisations including a digital consultancy, a UK politician's office and a handful of successful start-ups.
- Conducting yearly gender pay reporting and job-sizing review for a London-based private bank, including in-depth analysis and recommendations on reducing disparities in gender pay.
- Compliant resolution of awkward and delicate senior personnel matters during redundancy and restructuring processes across private and third sectors.

# Lindsey Brown – HR Consultant



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Lindsey.j.brown@outlook.com

Lindsey is an experienced HR and Employee Relations professional and Executive Coach with a reputation for excellence who is motivated by delivering high quality results. Lindsey combines her understanding of organisations, leaders and people with a comprehensive skill set and commercial approach. She thrives in highly demanding and fast paced environments and is confident influencing at senior levels and building effective relationships.

Lindsey's experience covers a variety of sectors including large, global, matrix organisations. Her areas of expertise encompass building a positive corporate culture and encouraging employee engagement. She is adept at handling challenging circumstances such as grievances, disciplinaries and redundancy with empathy whilst also ensuring due process is applied. She has supported leaders with implementing large scale change in response to legal and regulatory requirements.

## Lindsey's recent experience:

- Implemented an effective Employee Relations Case Management Service to include strategy, organisational design, team integration, process review and development, reporting, governance, QA and continuous improvement.
- Culture review of prevention of Sexual Harassment - analysed metrics, conducted focus groups and employee survey to gain insights and develop organisational approach resulting in implementation of global minimum standards, channel strategy for escalation, policy review and monitoring. Design and roll out of global mandatory harassment training for c120k colleagues at pace, requiring detailed consideration of global cultural/legal landscape.
- Accountable for significant global upgrades in outsourced ER provision including platform and processes – ensured build, testing and implementation by external provider fully met requirements and was delivered to a tight schedule.
- Global review of HR investigations to address business unit and regional inconsistencies. Alignment of policies and processes and development of investigations toolkit.
- Accountable for ER activity as part of Financial Services Ringfencing Exercise. Balanced process and regulator requirements with commercial approach to meet business needs.
- Track record of success as an executive coach supporting people and teams on a wide variety of topics and from entry level to MD/Partner and across multiple industries including Financial Services, Law, Pharmaceuticals, Government and Education.

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# Contact

If you have any queries please contact:

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