



# HR services for health and social care



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# Employment and human resources

Helping you to do what is fundamentally right for your service users and your organisation.

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In a demanding environment, when staffing issues arise, providers need immediate advice that gives a clear analysis of the risks and a comprehensive plan of action.

That could be anything from devising a recruitment and selection campaign to tackle high vacancies and reduce agency reliance, to resolving a complex employment tribunal claim from an ex-employee.

Our clients receive quick, pragmatic advice and are safe in the knowledge that, as sector specialists, we ensure they are not tripped up by missing the latest Government guidance, best practice or changes to legislation.

Our team provides specialist advice to our Health & Social Care clients and have a long history of advising NHS Trusts, independent health providers and residential care providers.

Working in tandem, our Health and Social Care HR consultants and Employment lawyers provide our HR Services that are designed specifically for independent health and social care providers offering a complete package of support.

Bringing our employment and HR expertise into your organisation enables your team to focus their strengths on delivering safe and quality care.

*“Browne Jacobson have been expert and responsive partners in the multiple transactions associated with building up Towerview’s Portfolio.”*

**David Jolly, Towerview**

## What we provide

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HR and Employment Law advice

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HR policies and documents library specific to the sector

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Workforce planning to future-proof service provision

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Dealing with complex grievances and disciplinarys

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Managing allegations against staff

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HR audits to ensure compliance with CQC

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Team restructures, bespoke contracts and terms of employment

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Organisational development

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TUPE transfers and indemnities on outsourcing

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Bespoke and off-the-shelf training for all levels of staff on the full range of HR matters

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Exit agreements

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# About the health and social care team

In a constantly changing landscape, it is more important than ever that you can rely on a specialist team of dedicated and trusted lawyers and HR consultants that understand the unique and challenging environment in which you operate.

We pride ourselves on helping you to do what is fundamentally right for your service users and your organisation. Always ahead of the curve, we provide fresh ideas and out-of-the-box thinking to ensure that your provision is prepared, and able to take advantage of sector developments and opportunities.

As one of the largest and most respected legal health and care sector teams in the country, we have a wealth of specialist knowledge and experience and come highly commended. We are consistently featured in Band One of the Legal 500 and Chambers UK listings.

Our advice to you will be straightforward, practical, friendly and accessible. Our people are not just knowledgeable but passionate about the health and care sector and we recognise that there is a vulnerable person at the end of what we do and how we play a part in the delivery of quality care to them.

This is why we are chosen and trusted by over 300 independent healthcare businesses across the country every year and have

developed innovative and engaging training viewed by more than 14,000 health and social care professionals.

Our commitment to the sector is entrenched in everything we do. Our team is led by partners who have all chosen to specialise in health and social care and we work in partnership with you to understand what's important to your organisation, how we can tailor our services to work most effectively for you, and how we can best achieve your objectives.

We host a range of events and forums throughout the year to enable our clients the opportunity to engage with and learn from our team and each other.

We launched "Health and Care Connect" – a forum for operators, suppliers, investors and advisers in the independent health and care sector to collaborate, network, and receive regular sector updates via our quarterly newsletter. Click [here](#) to find out more and to sign up.

Being so immersed in the sector enables us to add real value.

## Awards



## Memberships



Independent Healthcare Providers Network



Setting Standards for Retirement Communities





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# Our HR services





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# Tailored solutions and high-quality advice

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Your people are your most valuable asset and are essential in delivering the highest quality care for your service users.

It is vital that you have a motivated and effective workforce, and that any HR processes and issues are managed quickly and efficiently. Dealing with such issues requires expert knowledge and can be time-consuming; draining your own, and your leadership team's time, energy and resources.

That's where we can help. Whatever your need or issue, our HR Services can offer you tailored solutions and high-quality advice specifically designed around the needs of your organisation.

Enhance your team by providing them with access to our dedicated HR experts and employment lawyers to advise, and support with the day-to-day, and strategic challenges faced by health and social care providers.

Our hands-on sector experience gives us a sound insight and understanding of your needs, the policies you work with, and the ever-changing landscape of employing staff in health and social care.

Whatever service we supply, you can guarantee that our fees will be transparent.



# HR services products

*“I can pay appropriate fees for the right level of work and have the comfort of knowing that the work is supported by lawyers.”*

Client testimonial

	HR Core Unlimited fixed fee	HR Options Limited fixed fee retainer	HR Consultant Limited hourly rate
<b>Day to day telephone and email advice</b>	✓	✓	✗
<b>HR and employment law advice</b>	✓	✗	✓
<b>HR advice only</b>	✗	✓	✗
<b>Named HR consultant</b>	✓	✗	✓
<b>Includes HR policies and documents library</b>	✓	✗	✗
<b>Monthly HR newsletter</b>	✓	✓	✗
<b>Bespoke projects (non day to day advice)</b>	✗	✗	✓

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# HR Core

## Unlimited day-to-day HR support for a fixed, annual fee

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Be prepared for whatever comes your way with unlimited access to our award-winning HR experts and employment lawyers. With proven experience of advising on the day-to-day and strategic challenges faced by health and social care providers, we are here to help you.

**Each year, over 300 organisations across England benefit from HR Core, saving you time and reducing risk.**

### Key features

Initial familiarisation meeting with a HR Consultant to get to know you, your team, and the specific issues in your business; allowing us to support you from day one and making for a smooth transition from your existing provider.

Unlimited access to support and advice from a named and dedicated HR Consultant via email or telephone in relation to absolutely any day-to-day HR and employment law issues including (but not limited to):

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Disciplinary and grievances.

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Performance management and capability.

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Sickness absence.

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Recruitment and retention.

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Terms and conditions advice including maternity, paternity and redundancy.

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One ( $\leq 67$  employees) or two ( $\geq 68$  employees) half-day on-site visits within 12 months, tailored to your needs. Typically, these are used for meetings or training, but how you use them is up to you. You can also buy more of these on a pay-as-you-go basis.

Attendance at all Hearings and resulting Appeals, where employee dismissal is a possibility. We advise the Hearing Manager; giving peace of mind and confidence, as well as drafting outcome letters.

Access to a comprehensive HR documents library of policies, contract templates, letters, scripts and procedure guides that are health and care specific.

Regular "HR Essentials for Health and Care" email bulletins to ensure that you stay updated with employment-related changes.

*"I enjoy the relationship that I have with my HR Consultant. I speak with them almost every day and they are the best for directing me to other experts."*

**Client testimonial**

## Pricing

Annual costs are based on staff numbers (head count excluding casual workers or consultants).

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**0 – 20 employees:**  
£213 per employee

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**21 – 50 employees:**  
£185 per employee

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**51 – 100 employees:**  
£110 per employee

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**101 – 150 employees:**  
£85 per employee

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**151 – 200 employees:**  
£81 per employee

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# HR Options

## Bespoke support to meet your needs and budget

Health and care providers are all individual in their requirements, and in the type of HR expertise needed within their organisation and we have therefore created a service that allows you to tailor a HR package to meet your specific needs.

With HR Options, you can select the number of advisory hours and half-day visits to design the support that best meets your needs and budget.

Our team of expert HR Consultants tailor their advice based on your specific requirements and challenges. With HR Options, you don't need to worry about trying to "fit in" with one of our services, you can design your very own HR service that works for you. With HR Options, the more hours and half-day visits you purchase, the cheaper they become. With flexibility to top up throughout the year, and any hours or half days left can be used for training or other proactive projects.

You can tailor your HR Options to address the objectives of your business, from making the most out of supervisions, designing inductions, tackling recruitment and retention, coaching plans through to addressing a limited learning & development budget.

### Key features

Access to support and advice from a HR Consultant via email or telephone in relation to absolutely any day-to-day HR and employment law issue including (but not limited to):

Disciplinary and grievances.

Performance management and capability.

Sickness absence.

Terms and conditions advice including maternity, paternity and redundancy.

"HR Essentials for Health and Care" email bulletins to ensure that you keep updated with employment-related changes.

### Pricing

**20 – 349 hours:**  
£178 per hour + VAT

**350 – 499 hours:**  
£170 per hour + VAT

**500+ hours:**  
£POA

350+ hours:  
Includes unlimited access to our HR document library of health and care specific HR policies, letters, forms, contracts and settlements.



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# Policies

Consistent, current, high quality policy documents that give you peace of mind



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Developed by our national award-winning Employment Lawyers, Regulatory Lawyers and HR experts, each policy includes the relevant key line of enquiry and quality statements in the Single Assessment Framework.

Our ready-to-use terms and conditions, HR policies and supporting documents such as letters and scripts have been designed to provide you with a HR document library and a cost-and-time-effective way to keep your HR documents up to date and compliant.

Supplied in individual, editable Microsoft Word documents, HR policy templates and supporting documents reflect best practice and ensure that your organisation is legally compliant.

Each template can be adapted and branded in accordance with your own existing policies and can be implemented with little editing.

The comprehensive pack of HR policies are included in HR Core.

Or these can be purchased as a one-off package and will be sent directly to your inbox.

Alternatively, you can subscribe to our annual update service, which means that, at the start of the new financial year, you will automatically receive a reviewed set of policies, reflecting any changes in legislation and best practice developments.

You are under no obligation to subscribe to this additional service but, if you do not, it will then be your responsibility to ensure that your documents remain up to date and compliant, with revised legislation as and when appropriate.

## Pricing

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**One-off package**  
£1,500 plus VAT

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**Annual update subscription**  
£950 plus VAT (additional to one-off)

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# Our team



**Emma Hughes**  
Partner & Head of HR Services

+44 (0)330 045 2338  
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Emma has over 15 years' experience in general HR in both the private sector and the public sector.

Emma has worked as HR Director and Regional HR Business Partner and regularly networks with other HR Leaders. This enables Emma to keep abreast of the challenges that organisations are facing today.

Emma hosts a number of our collaborative forums for clients and non-clients. Well networked; Emma is able to bring insights and great practice from organisations across the sector, to help inspire new approaches to HR.

Whilst at Browne Jacobson, Emma has carved out expertise supporting Boards with executive pay setting and reward redesign.

Emma has also carried out many senior level investigations; ranging from fraud allegations through to tricky bullying and harassment issues.

Emma has led on many business transformation projects, including a complex national restructure.

Emma is currently a Trustee for the Institute for Employment Studies; a research organisation that works to bring about sustainable improvements in employment policy and HR management.



**Laura Chinyere-Ezeh**  
HR Consultant, Health and Social Care

+443300451104  
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Laura is a HR generalist with an extensive HR background; having previously been a HRPB for a national independent healthcare provider, including large carer-led neurological rehabilitation centres, and HR Business Manager for a domiciliary care provider operating within large local authorities.

Laura can be relied upon to deliver practical solutions that are founded with a solid understanding of CQC regulated environments, with the service user at their heart.

Laura has delivered a large number of training sessions to healthcare professionals on people management and has worked with senior leaders to establish people risk and governance, and to tackle high staff turnover.



**Helen Badger**  
Partner, Employment Law

+44 (0)121 237 4554  
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Helen is an experienced employment lawyer whose area of expertise lies in health and social care in the public and private sectors. Helen has provided advice and guidance to independent health and care providers, NHS organisations, and emergency services to mention a few.

In addition to supporting on a diverse range of HR and employment law issues for organisations, such as disciplinary and grievance complexities, TUPE, reorganisation and redundancy, equal pay, discrimination, whistleblowing and changes to terms and conditions, Helen has also achieved considerable success in resolving sensitive, senior level disputes and defending a large number of complex Employment tribunal claims.

You can expect pragmatic, solution focused advice combined with significant health and care sector expertise from Helen.



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For further information about any of our services, please visit [brownejacobson.com/services/employment/healthcare](https://brownejacobson.com/services/employment/healthcare) or contact Laura Chinyere-Ezeh:

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