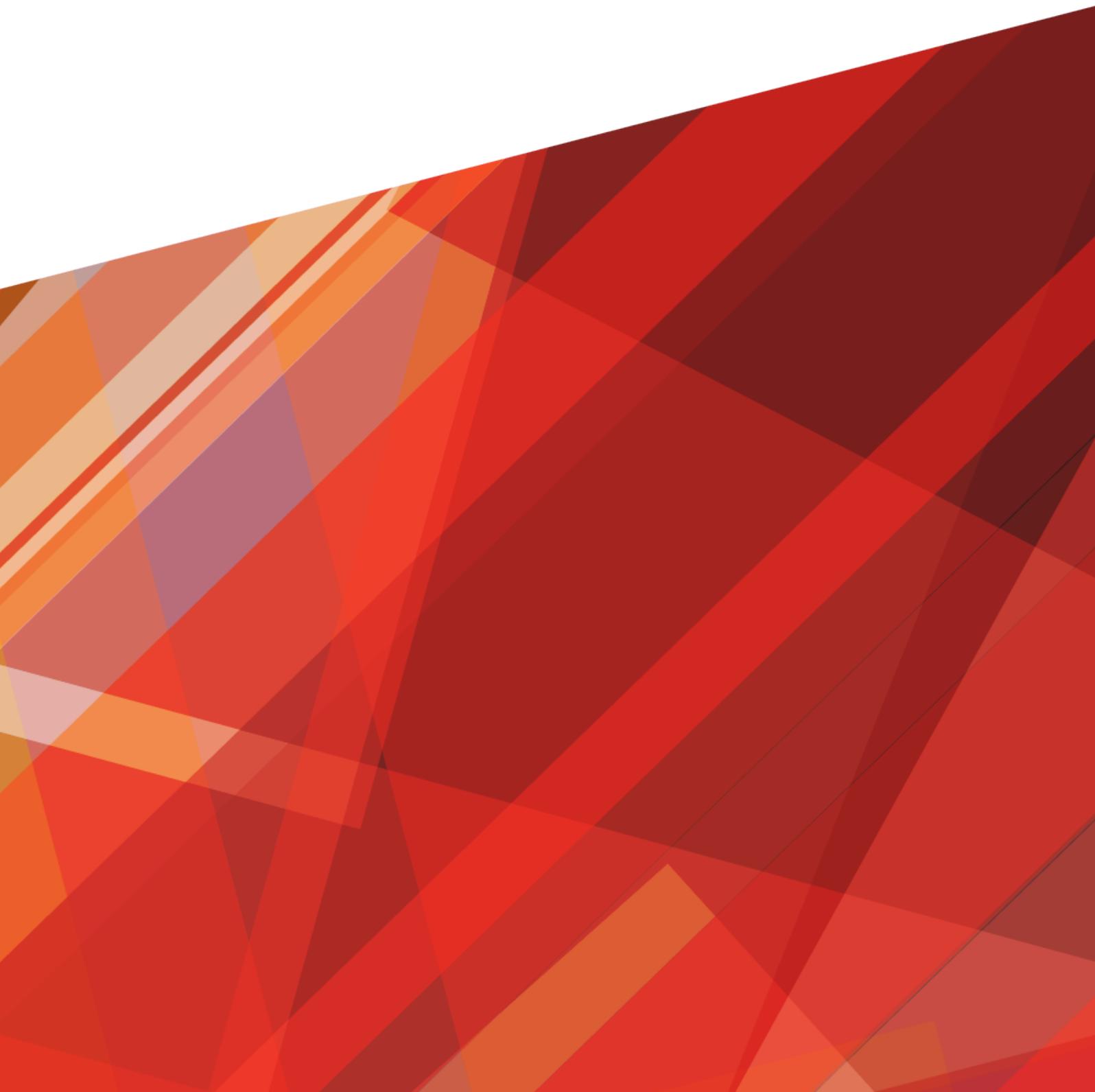


# Employment training

2021/2022



# Contents

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# Welcome

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We specialise in running courses for managers, HR and in-house legal teams. Our trainers are lawyers, so you'll get legal expertise in an interactive, accessible and engaging way.

We are delighted that our courses on anti-sexual harassment ([page 13](#)) won the award for Training Innovation at the Legal Week Awards in 2019.

Lewis Silkin delivers training to a wide range of organisations across all industry sectors. If you have any questions please do get in touch. We like to partner with our clients to complement existing training programmes delivered on a regular basis. If you are planning your training needs for the coming year, please speak to us to find out how we can help.

## **Employment training**

Employment law training is essential for every business to reduce the risk of legal claims. Whether you want to keep your HR team fully up to date or run practical training for managers to increase confidence and avoid costly mistakes, we can help.

This brochure gives details of all our courses. We provide:

### **Live delivery (classroom or online)**

- Standard courses at a fixed cost
- Tailored courses, based around our standard course topics or any other employment law topic you wish

### **Self-paced delivery**

- E-learning

Many of our clients are choosing a blended learning experience, combining e-learning with a live delivery – this enables large numbers of people to be trained and helps to keep costs down.

## **Immigration training**

Our team also runs courses specifically on immigration law issues. As with our employment law training, we provide a variety of courses which can be mixed and matched, all at a fixed cost. For more information or a copy of our immigration training brochure please contact Kathryn Denyer [kathryn.denyer@lewissilkin.com](mailto:kathryn.denyer@lewissilkin.com).

“Presenters were great, personable and engaging.”

“Great course, great content, great presenter.”

## The training team

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We are a team of employment lawyers who spend the majority or all of our time training – so you know you are getting an experienced trainer as well as a legal expert.

Please feel free to contact any of us if you would like to discuss your training needs.



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There may be times when you need a specialist on a particular topic, or you would like to involve your usual Lewis Silkin contacts. Just let us know what you want, and we will provide the trainers who best meet your requirements.

“Lucy was a great presenter. So warm and the course was very, very interesting.”

“Great course. Seema was clear in her explanations and very engaging. Excellent!”

# Our courses

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We offer a full programme of training courses for HR practitioners, legal professionals, leaders, managers and staff; ranging from a two-day employment law academy to a short self-paced e-learning session.

Every course can be run as a single session, or the same courses designed once and deployed many times across your organisation or alternatively, two or more sessions can be combined to create a course that is bespoke to you.

We are also happy to look at your own policies and procedures and make references to them in our standard courses to ensure that they are fully relevant to your business – just send us the applicable policies in advance.

## Pricing

We can flex most live delivery (classroom or online) courses to run for between 1-2 hours; the longer the session the greater the level of interaction and detail covered. Typically our pricing structure for the delivery of *standard courses* is:

1 hour	£1,000 plus VAT
1.5 hours	£1,350 plus VAT
2 hours	£1,600 plus VAT
2.5 hours	£1,900 plus VAT

If you would prefer a more bespoke offering, tailoring the content to your particular needs, a design fee would be added to the delivery fee.

Our Employment Law Academy, Mock Tribunal and Anti-harassment for Leaders courses are priced individually.

All our prices are held until 31 March 2022.

“Content was perfect. Good use of scenarios and discussion to bring this to life.”

“Well run workshop, excellent presenter, knowledgeable references to relevant case law.”

Click the course name to view more information

Live delivery (classroom and online) of our standard courses	Recommended duration	HR	Legal	Leader	Mgr	Staff	Page
<a href="#">Employment law academy</a>	2 days	Y	Y				7
<a href="#">Employment law academy (in-house)</a>	1 - 2 days	Y	Y				7
<a href="#">Immigration law academy</a>	3.5 hours	Y	Y				8
<a href="#">Mock tribunal</a>	3 hours	Y	Y	Y	Y		8
<a href="#">Essential employment law for managers</a>	7 hours				Y		9
<a href="#">Employment law update</a>	2 hours	Y	Y	Y	Y		9
<a href="#">Returner update</a>	2 hours	Y	Y				9
<a href="#">Stress and mental health</a>	2 hours	Y			Y	Y	10
<a href="#">Mental health awareness courses</a>	from 45 mins	Y			Y	Y	11
<a href="#">Diversity and inclusion</a>	1 – 2.5 hours	Y		Y	Y	Y	12
<a href="#">Unconscious bias</a>	2 hours	Y	Y	Y	Y	Y	12
<a href="#">Anti-racism and allyship</a>	1.5 hours	Y	Y	Y	Y	Y	12
<a href="#">Leadership (anti-harassment and bullying)</a>	2 hours			Y			13
<a href="#">One to one training (anti-harassment and bullying)</a>	1.5 - 2 hours			Y	Y	Y	13
<a href="#">Speak Up seminar (anti-harassment)</a>	1.5 hours	Y		Y	Y	Y	13
<a href="#">Menopause training</a>	1.5 hours	Y	Y	Y	Y	Y	14
<a href="#">Trans-inclusive workplace</a>	1.5 hours	Y	Y	Y	Y	Y	14
<a href="#">Maternity leave training</a>	1.5 hours	Y	Y	Y	Y	Y	14
<a href="#">Disability awareness</a>	1.5 hours	Y	Y	Y	Y	Y	15
<a href="#">Listening exercise - employee engagement</a>	Flexible			Y	Y	Y	15
<a href="#">Guardians training</a>	4 hours			Y	Y	Y	15
<a href="#">Diversity and inclusion packages</a>	various	Y	Y	Y	Y	Y	16
<a href="#">Whistleblowing</a>	1.5 hours	Y	Y	Y	Y		17
<a href="#">Handling investigations</a>	2.5 hours	Y			Y		17
<a href="#">Handling disciplinaries</a>	2 hours	Y			Y		17
<a href="#">Handling grievances</a>	2 hours	Y			Y		18
<a href="#">Mediation skills</a>	Up to 7 hours	Y			Y		18
<a href="#">Performance management</a>	2 hours	Y			Y		19
<a href="#">Handling redundancies</a>	1.5 - 2 hours	Y	Y	Y	Y		19
<a href="#">Handling difficult conversations</a>	2 hours	Y		Y	Y		20
<a href="#">Handling sickness absence</a>	2.5 hours	Y		Y	Y		20
<a href="#">Flexible working</a>	2 hours	Y			Y		20
<a href="#">Employee rep training</a>	1 hour				Y	Y	21
<a href="#">Recruitment</a>	2 hours	Y			Y		21
<a href="#">TUPE</a>	2 hours	Y	Y				22
<a href="#">Data protection</a>	2 hours	Y	Y		Y		22
<a href="#">Handling data subject access requests</a>	2 hours	Y					23
<a href="#">Protecting your business</a>	1.5 hours	Y	Y	Y			23
<a href="#">Family leave coaching</a>	Flexible	Y	Y	Y	Y	Y	23

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## **Employment Law Academy (formerly HR Academy)**

This four half-day course enables you to spend time away from the office increasing your knowledge and focusing on key areas of employment law in depth. Delivered in a practical and engaging way, we use real examples, filmed case studies and group discussion to bring the issues to life.

Aimed at:

- Junior - mid level HR professionals
- HR Directors new to the UK
- Head of Legal new to employment matters

### **Course outline**

- Worker status
- Contractual matters and holiday issues
- Unfair dismissal overview
- Performance management
- Conduct dismissals and disciplinary investigations
- Handling difficult conversations
- Redundancy overview
- Protected characteristics and equal opportunities
- Absence management and disability discrimination procedure and investigations
- Employment tribunal procedure overview
- Overview of forthcoming changes

The course runs as either 4 half days via Microsoft Teams or 2 days as a classroom event hosted at our London offices in Chancery Lane.

Our next Employment Law Academy course will only be run online:

- 20, 21, 27, 28 September 2021
- 15, 16, 22, 23 November 2021

Future dates to be confirmed

### **Duration and cost**

Four half-days or two-day course - £700 plus VAT per participant

Group discount rate of £650 plus VAT per participant, for two or more bookings from the same organisation.

### **In-house**

If you have a larger HR/Legal team, we can also run your own Employment Law Academy, online or at your own premises, focusing on areas that are most relevant to your business.

Two half-days or one-day course - £2,950 plus VAT (opt for day one or day two)

Four half-days or two-day course - £6,500 plus VAT

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## Immigration Law Academy

With the UK's post-Brexit Points-Based System now bedding in, and new right to work and other arrangements in place for EEA/Swiss nationals and their family members, it is important that HR teams are top of recent changes to business immigration.

As the pace of change in this area continues unabated, keeping up-to-date is vitally important and our popular Immigration Law Academy is designed with this purpose in mind.

Topics include the UK's Points-Based Immigration System, an overview of the Skilled Worker Visa, Intra-Company routes and sponsorship, the immigration implications of Brexit and prevention of illegal working, as well as ensuring you are up to speed on the Home Office's COVID-19 immigration guidance as relevant.

### Course outline

- Overview of immigration categories that allow working
- Points-Based Immigration System (PBIS), including the new Graduate route, and sponsorship
- Deep dive into the Skilled Worker and Intra-Company routes
- Overview of changes to the arrangements for sponsor licence holders
- Guidance on how to deal with the immigration implications of COVID-19 for sponsors and applicants
- Advice on how to carry out right to work checks including online right to work checks and checks for EEA/Swiss nationals
- Options for EEA/Swiss nationals and their family members who have not applied in time for the EU Settlement Scheme
- Options for frontier workers and visitors

### Duration and cost

Our next online Immigration Law Academy will run online:

- 22 & 23 September 2021
- 22 & 23 November 2021

Two half-day course - £295 plus VAT per participant (discount available for multiple attendees)

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## Mock Tribunal

Our mock tribunals are fully interactive - the participants will be able to ask cross-examination questions and vote on what they think is the right result. In addition, members of your HR team can play the parts of the claimant and the employer's witnesses, with the opportunity to be cross-examined by some of our lawyers!

### Course outline

- Introduction to the Employment Tribunal process
- Claimant's and respondent's cases
- Example cross-examination
- Cross-examination by audience
- Closing speeches
- Audience vote and tribunal's verdict
- Discussion and questions

### Duration and cost

3 hours, £3,750 plus VAT. This course can be run at your premises or hosted by us at our offices in London, or as an online session.

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## Essential employment law for managers

One of our most popular courses, this session covers the most important topics facing your managers on a day-to-day basis.

We can run this course for a group of up to 25 managers at a time. Many of our clients regularly ask us to provide this training to newly promoted managers to give them greater confidence in understanding areas of employment law which will affect them in their new role. Established managers find the course a very useful refresher.

This is a standard course, but we can include references to your own policies and procedures to ensure that the session is fully relevant to your business – just send us the applicable policies in advance.

### Course outline

- Handling disciplinary proceedings
- Managing poor performance
- Handling grievances
- Equal opportunities and diversity
- Dealing with sickness absence and disability issues
- Family rights and flexible working

The training is practical, lively and interactive and we use real examples, case studies, group discussions and filmed material to bring the issues to life. There is also plenty of opportunity during the day for participants to talk with the legal trainer and with each other, giving them the chance to discuss how employee issues are dealt with across the various parts of your business.

### Duration and cost

This course is run online in a modular format. Each module is 1-2 hours in length. Please contact us for costs.

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## Employment law update

Employment law is always changing and staying up to date with new legislation and case law is a constant battle. We can run an employment law update course for your HR/legal team at your own premises. We can also run a version of this course for in-house legal teams.

### Course outline

This will depend on what is happening at the time! But we will always cover recent developments, forthcoming changes, and key cases on all areas of employment law. Let us know in advance if you are interested in a particular topic and we can cover this in a bit more detail.

### Duration and cost

2 hours, £1,000 plus VAT

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## Returner update

HR and in-house employment lawyers might have been away from work for a variety of reasons ranging from maternity or parental leave to a career break. Our returner update is suitable for one or more participants and will take them through the key employment law developments that have taken place during their absence.

### Course outline

We will cover all of the recent developments in employment law, including key cases and legislation. We will also take a look at forthcoming changes and plans for reform. You will be provided with a pack of reference materials to take away with you to consolidate your learning. We can also focus the session on areas that are of most interest to you – just let us know in advance.

### Duration and cost

2 hours, £1,000 plus VAT

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## **Leadership Workshop (stress and mental health)**

An important session for Executive Leadership to create awareness of the issues, understand the law and risks and provide practical advice on how to handle issues that may arise in the workplace. We provide practical advice on how to handle issues with a number of interactive case studies and filmed clips to demonstrate the consequences of ignoring requests for support. There is a workbook which accompanies the session.

### **Course outline**

- An introduction to mental health and stress
- Awareness of different mental health conditions
- Mental health and disability
- Disability discrimination and reasonable adjustments
- How to handle sensitive conversations around mental health
- The responsibilities of a leader
- How to manage performance / behaviour issues linked to mental health
- Filmed case study to consider the role of leaders and managers in handling mental health issues at work

### **Duration and cost**

2 hour course for leaders - £1,600 plus VAT (plus travel if outside London)

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## **Stress and mental health**

This is an increasingly important area for organisations with millions of working days lost each year to mental health conditions such as stress, anxiety and depression. This course looks at the legal and practical challenges including what you can do to reduce stress and how to minimise the legal risks. We will use a filmed case study to illustrate common issues and pitfalls.

### **Course outline**

- The inter-relationship between stress and mental health
- How to identify the warning signs
- The legal risks of mishandling the situation
- Disability discrimination and reasonable adjustments
- Occupational health and medical advice
- Handling a return to work
- Tricky issues
- Group interaction with filmed case studies

### **Duration and cost**

2 hours, £1,600 plus VAT

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## **Mental health awareness courses**

In relation to our mental health courses, we currently offer the following options:

### **1. Coping with stress**

In this session we will explore:

- What causes stress
- Personal reflection on our own stress containers
- Helpful and unhelpful coping strategies

**45 minute course £850 plus VAT**

### **2. How to talk about mental health**

This workshop focuses on:

- The power of language on mental health
- How to start a conversation with someone you are worried about
- How to listen supportively

**1.5 hours, £1,350 plus VAT**

### **3. Managing a remote team**

In this session for people managers and those with supervisory responsibilities, we will explore:

- How to be a good role model
- How to navigate the challenges of remote working
- How to support and appreciate your team

**1.5 hours, £1,350 plus VAT**

### **4. Men's mental health**

This workshop is open to all, and focuses on men's mental health. We will explore:

- Honest facts about men's health
- What is in the male stress container
- How to open up a conversation about yourself or someone else
- Helpful resources for men's mental health

**1 hour, £1,000 plus VAT**

### **5. Mental health awareness for managers**

In this session for people managers and those with supervisory responsibilities, we will explore:

- Impact of pandemic on mental health
- How to promote wellbeing in your team
- How to check in on your wellbeing
- How to approach a conversation if you are concerned and techniques to get people talking
- How to manage and support someone who is currently feeling unwell/returning to work
- How to undertake a stress audit

**2 hours, £1,600 plus VAT**

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## Diversity and Inclusion

A critical topic for all, we will provide you with a reminder of the principles of diversity and inclusion, together with a more in-depth look at the different types of discrimination and how they can happen. The filmed case studies we use always lead to a lively discussion about good (and bad) practice.

### Course outline

- The concepts of diversity and inclusion
- The protected characteristics
- Who is protected and who is liable
- The “reasonable steps” defence
- Direct discrimination, indirect discrimination and justification
- Victimisation
- Harassment
- Managing complaints and grievances

### Duration and cost

1.5 hours, £1,350 plus VAT, or 2 hours, £1,600 plus VAT

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## Unconscious bias

We are all biased, but an awareness of those biases and how to address them makes for a more efficient and happier workplace, where everyone’s true potential can be realised. We will introduce participants to the concept of unconscious bias and provide practical guidance on how to ensure everyone is treated fairly at work.

This course is also available in an e-learning format ([see page 25 for more details](#)).

### Course outline

- Introduction to unconscious bias and the different types of bias arising in the workplace
- Why we are all biased
- Why unconscious bias matters
- Unconscious bias at work – focus on recruitment, performance management and promotions
- How to address your own and others’ biases with specific workplace strategies

### Duration and cost

2 hours, £1,600 plus VAT

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## Anti-racism and allyship

This course highlights the issue of racism in the workplace and the ways in which we can all tackle racist behaviour. It emphasises the role of the ally in the workplace and the importance of working together to create an environment free from racism. This is an interactive session with case studies.

### Course outline

- What is “anti-racism?”
- Exploration of racial bias in the workplace
- The power of language and terminology – how to talk about race
- Micro incivilities and microaggressions
- Understanding allyship and each person’s role as an anti-racist

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Leadership workshop (anti-harassment and bullying)

A session for Executive Leadership which focuses on harassment and bullying. During the session we explore the risks and provide practical advice on how to handle issues that may arise in the workplace. The workshop has a number of interactive case studies and filmed clips to demonstrate the consequences of poor behaviour, allowing participants to work in smaller groups and contribute to wider discussions. There is a workbook which accompanies the session.

### Course outline

- An introduction to bullying and harassment
- The protected characteristics
- Who is protected and who is liable
- Examples of bullying and harassment behaviours
- Interactive case studies
- The responsibilities of a leader
- How to manage issues

### Duration and cost

2 hours, £2,100 plus VAT

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## One-to-one training

There are occasions when an individual, or small group of individuals, can benefit from one-to-one training. This is particularly the case where they have been responsible for unwanted or inappropriate workplace behaviour, whether or not it has reached the disciplinary stage internally.

### Course outline

Depending on the behaviour or issue in question, a member of our training team will outline the legal risks associated with the individual's behaviour and ensure that they understand the consequences for both them, those around them and the organisation. This will be achieved using case study examples, with a focus on providing the individual with the opportunity to discuss and ask questions of the legal trainer.

### Duration and cost

2 hours, £1,600 plus VAT

1.5 hours, £1,350 plus VAT

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## Speak Up seminar (anti-harassment)

This is a seminar session designed for up to 40 participants. It is intended to be run after the leadership workshop events to encourage employees to Speak Up if they experience unacceptable behaviour, or to support a colleague. Filmed clips emphasise key messages, with group work to explore a number of scenarios.

### Course outline

- An introduction to bullying and harassment
- The protected characteristics
- Examples of bullying and harassment behaviours
- How to Speak Up
- Small group discussions on scenarios
- How to support a colleague
- Where to go for more help and support

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Menopause training

The peri-menopause and post-menopause currently impacts 13 million people, typically women who are aged 45 – 55 years of age, who are often reaching senior positions or are well established within their careers. With the ever present need to attract and retain talent, looking after this influential group and enabling them to give of their best is business critical.

We are increasingly being asked for advice on how to support employees experiencing menopausal symptoms and provide guidance for managers, so have put together a set of services that will support your diversity, inclusion, belonging and wellbeing strategies. These services incorporate all aspects of creating sustainable change: policy, culture, training, listening forums and data insights.

We have two options available. If you would like a more bespoke offering we would be happy to discuss that further.

### Duration and cost

Standard - 1.5 hours, £1,350 plus VAT

Enhanced - 3 x 1.5 hour sessions £4,050 plus VAT

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## Trans-inclusive workplace

This course provides a summary of practical steps towards building a trans-inclusive workplace. It covers an introduction to the topic, practical issues which can arise, recommendations regarding policies and other internal practices, as well as a summary of the current law and an opportunity for discussion.

### Course outline:

- Introduction to trans issues in the workplace: terminology, legal protections, and recent developments
- Best practice guidance, including policies and other internal practices
- Practical issues relating to trans employees, including relevant documentation, possible periods of leave, and communications with external bodies
- Data protection issues, including potential criminal liability
- Common questions/scenarios
- Top tips for trans inclusion

### Duration and cost

Standard - 1.5 hours, £1,350 plus VAT

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## Maternity leave training

We will guide you through the rights and entitlements of workers on maternity leave, as well as the legal requirements and possible risks. The session includes case studies to enable discussion around particular topics and to encourage participants to spot issues arising out of maternity leave.

### Course outline:

- Pay and benefits during maternity leave
- Communication during maternity leave
- Pregnancy / maternity discrimination
- Redundancy and maternity protection

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Disability awareness

### Course outline:

- Understanding the definition of disability and different types of disability
- Exploring visible and invisible conditions
- Stereotypes and assumptions – how to avoid
- Reasonable adjustments – how we can work well with disabled colleagues
- Language and disability
- Benevolence and disability – avoiding our biases
- Time for open questions and discussion

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Listening exercise - employee engagement

All workplaces hope to achieve a culture where employees feel able to raise concerns and, crucially, be listened to. Our listening exercise service can help organisations to both create and maintain this culture, whilst providing a confidential and objective forum in which staff can talk freely about any concerns they may have. It will ensure that your organisation understands the level of staff engagement and where levels of contentment are high/low.

### Programme outline

Led by a member of our training team who has had extensive experience in running these exercises, we will discuss the framework of the exercise, areas to be explored and any concerns you may have. On pre-agreed dates we will facilitate a session/s with staff during which they can talk freely to us about their view of the organisation. We then provide an anonymised report which highlights any themes that emerge as a result of the session/s, as well as suggesting solutions to any issues arising where this is appropriate.

### Duration and cost

1 hour, £1,000 plus VAT

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## Guardians Training

The Guardians Programme is designed to help an organisation go further in its commitment to creating a safe and secure working environment for all. It introduces the role of Guardian into the workplace, providing employees with designated peers who can assist with issues arising at work. The course takes the Guardians through 2 modules, each two hours, training and guiding them on their role and responsibilities.

### Course outline – Module 1

- The role of the Guardian
- Soft skills needed by a Guardian
- Practical advice for running a Guardians Programme
- Raising awareness of your Guardians
- Reviewing and exploring relevant policies and procedures
- Issues that can arise from a sample Guardian's conversation highlighted by role play performed by trainers

### Course outline – Module 2

- Following Module 1, participants are provided with role plays to do as "homework". Module 2 provides guidance and support following these role plays, together with further practice exercises, focusing on particular 'pillars' of the Guardian engagement: confidentiality; neutrality; empathy; and signposting.

### Duration and cost

2 x 2 hour modules, £4,000 plus VAT

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## Diversity and inclusion packages

We offer different packages for your business to ensure your diversity needs are met.

### Standard package

Our standard package includes the following courses:

- 1 x Leadership anti-harassment and bullying (2 hours)
- 2 x Manager training sessions on diversity (90 minutes)
- 1 x E-learning for all staff on anti-harassment
- Follow-up material including discussion points for managers and staff

This package costs £7,000 plus VAT (a saving of over £1,000 plus VAT compared to individually priced courses)

### Advanced package

Our advanced package includes the following courses:

- 1 x Leadership anti-harassment and bullying (2 hours)
- 2 x Manager training sessions on diversity (90 minutes)
- 2 x Unconscious Bias training sessions for managers (90 minutes)
- 3 x Speak Up sessions for all staff (60 minutes)
- 1 x Anti-racism and Allyship session for all staff (90 minutes)
- Follow-up material including discussion points for managers and staff

This package costs £10,000 plus VAT (a saving of over £2,000 plus VAT compared to individually priced courses)

### Premium package

Our premium package includes the following courses:

- 1 x Leadership anti-harassment and bullying (2 hours)
- 2 x Manager training sessions on diversity (90 minutes)
- 2 x Unconscious Bias training sessions for managers (90 minutes)
- 3 x Speak Up sessions for all staff (60 minutes)
- 1 x Anti-racism and Allyship session for all staff (90 minutes)
- 1 x Guardians Training Programme (2 sessions x 2 hours)
- Follow-up material including discussion points for managers and staff

This package costs £13,000 plus VAT (a saving of over £3,000 plus VAT compared to individually priced courses)

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## Whistleblowing

Given the financial and reputational repercussions of a whistleblowing claim, it is vital that companies both recognise and know how to deal with a whistleblowing complaint. Using case studies and practical examples, this course explains when a complaint may amount to a qualifying disclosure, as well as who is protected under the law.

### Course outline

- What is whistleblowing?
- Who is protected?
- Qualifying disclosures
- Disclosure of information
- Public interest
- Who to disclose to
- Legal claims arising

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Handling investigations

We guide managers through the different steps in a workplace investigation and give them the skills and confidence they need to carry out this role effectively. We will use a filmed case study to take the participants through an example investigation into allegations of harassment in order to illustrate correct procedure, practical skills and common pitfalls.

### Course outline

- What is the investigator's role?
- Overview of grievance investigations
- Overview of disciplinary investigations
- Step 1 – preparation
- Step 2 – conducting witness interviews
- Step 3 – writing your report
- Common problems and how to deal with them
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, £1,900 plus VAT

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## Handling disciplinaries

A badly handled disciplinary can lead to management problems, grievances and legal claims. This course ensures managers understand the risks when handling a disciplinary and emphasises the practicalities of following procedures and treating employees fairly. We will use a filmed case study to take the participants through an example disciplinary process and generate plenty of discussion. This course is also available in an e-learning format ([see page 25 for more details](#)).

### Course outline

- Understanding disciplinary sanctions
- What claims can arise if things go wrong
- Following a fair procedure
- The right to be accompanied and dealing with representatives
- Disciplinary appeals
- Common mistakes and how to avoid them
- Group interaction with filmed case studies

### Duration and cost

2 hours, £1,600 plus VAT

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## Handling grievances

This course will ensure that managers understand how to deal correctly with both formal and informal grievances with an emphasis on the practicalities of following procedures and treating employees fairly. We will use a filmed case study to take the participants through an example investigation process.

This course is also available in an e-learning format ([see page 25 for more details](#)).

### Course outline

- How to recognise a grievance
- What claims can arise if things go wrong
- Following a fair procedure
- The right to be accompanied and dealing with representatives
- Grievance appeals
- Common mistakes and how to avoid them
- Group interaction with filmed case studies

### Duration and cost

2 hours, £1,600 plus VAT

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## Mediation skills

Run by one of our experienced trainers who is also a CEDR accredited mediator, we can offer you a half or full-day's training on key mediation/facilitation skills to give you greater confidence in handling internal workplace disputes.

### Module 1 - course outline

- Highlighting the role of mediation and the mediator in workplace disputes
- Guiding participants in the key features of a mediation, including confidentiality and impartiality obligations
- Exploring the stages of a mediation and the parties' roles in the process
- Guiding participants through practical exercises to train in the key skills and mind-set needed by the mediator in facilitating disputes, including listening and communication skills

### Module 2 - course outline

- Highlighting the role of mediation and the mediator in workplace disputes
- Guiding participants in the key features of a mediation, including confidentiality and impartiality obligations
- Exploring the stages of a mediation and the parties' roles in the process
- Guiding participants through practical exercises to train in the key skills and mind-set needed by the mediator in facilitating disputes, including listening and communication skills
- Role play mediations – practising the skills and the mediation process
- Feedback on the skills learned and applied

### Duration and cost

Each module is 2.5 hours, £1,900 + VAT per module

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## Performance management

Managing performance is an essential part of every manager's day-to-day role. Failing to manage performance well (or at all) can lead to inefficiency, resentment, grievances or legal claims. This course will look at how to implement good management practice. We will use practical, interactive case studies to bring the issues to life and generate plenty of discussion.

### Course outline

- The basic principles of performance management
- Why performance management matters
- Overview of a fair capability process
- Use of appraisals and performance ratings
- Tricky issues and how to deal with them
- Group interaction with filmed case studies

### Duration and cost

2 hours, £1,600 plus VAT

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## Handling redundancies

This course, for managers or HR, explores the different types of redundancy that can arise, and the correct procedure to follow. For participants who may be assisting with or leading consultation meetings, it is particularly valuable as a means to increase their confidence before the start of any redundancy process. Participants will be taken through the steps in a selection exercise, including how to identify a pool and objective selection criteria. Crucially, we will also discuss the purpose of consultation, as well as the messaging and language that managers and HR should be using throughout any process.

### Course outline

- The basics of redundancy
- Managers/HR role in a redundancy process
- What a fair procedure looks like
- How to identify an appropriate pool and use fair selection criteria
- What consultation is for
- Important messaging and language
- The difference between individual and collective redundancies
- Considerations for holding virtual consultation meetings

### Duration and cost

1.5 hours, £1,350 plus VAT, 2 hours, £1,600 plus VAT

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## Handling difficult conversations

HR practitioners and managers often need to have difficult conversations with employees. Whether you want to negotiate an agreed termination or simply raise a sensitive issue, handling the discussion incorrectly can lead to grievances or even legal claims. This interactive course uses filmed case studies to illustrate the right (and wrong) ways to approach such conversations.

### Course outline

- The legal risks that can arise from difficult conversations
- Case study example - discussing retirement plans
- Case study example – discussing a client complaint
- Negotiating agreed terminations
- How to use protected conversations and “without prejudice” discussions
- Key practical points for handling difficult conversations

### Duration and cost

2 hours, £1,600 plus VAT

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## Handling sickness absence

Sickness absence can be a real headache for HR professionals and managers alike. We will look at how to handle both intermittent and long-term sickness absences, including the overlap with disability discrimination and the duty to make reasonable adjustments. We will use practical, interactive case studies to bring the issues to life and generate plenty of discussion.

### Course outline

- The different types of sickness absence
- Overview of disability discrimination
- Dealing with short-term absences
- Dealing with long-term absences and disability-related adjustments
- Occupational health and medical advice
- Procedures for managing absence
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, £1,900 plus VAT

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## Flexible working

All employees have the right to request flexible working. Employers also have separate duties to accommodate employees with different needs, including those with child-care responsibilities, disabilities and religious requirements. We will take you through the legal requirements and possible risks, and take a practical look at how to handle different requests.

### Course outline

- The general right to request flexible working
- Flexible working and indirect discrimination
- Accommodating different requirements
- Handling requests in practice
- How to deal with conflicting requests
- Group interaction with filmed case studies

### Duration and cost

2 hours, £1,600 plus VAT

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## Employee Rep Training - redundancies

This course is also available in an e-learning format ([see page 25 for more details](#)).

### Course outline

- Overview of redundancy situations - when is it necessary in the UK
- Collective consultation obligations
- Individual consultation meetings and the role of the employee representative
- Communicating with your colleagues
- The rights of the employee representative

### Duration and cost

45 mins, £850 plus VAT

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## Employee Rep Training - TUPE

### Course outline

- Overview of TUPE situations
- Effect of TUPE
- Objecting to a transfer
- Who are the employee representatives?
- Information and consultation obligations
- Role of the employee representative
- Consulting with your colleagues
- Rights of the employee representative

### Duration and cost

45 mins, £850 plus VAT

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## Recruitment

The most common pitfalls of good recruitment practices relate to discrimination, but there are a number of other tricky areas including data protection and contractual issues. We will use a mixture of written and filmed case studies to illustrate specific points and generate plenty of discussion.

### Course outline

- Discrimination issues and reasonable adjustments
- Unconscious bias in recruitment decisions
- Advertisements and job descriptions
- Shortlisting
- Job interviewing and feedback
- Online screening and data protection
- Contractual issues

### Duration and cost

2 hours, £1,600 plus VAT

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## TUPE

The Transfer of Undertakings (Protection of Employment) Regulations ("TUPE") protect the jobs of employees when a business is transferred and where services are contracted in or out. This overview course will include identifying when TUPE applies, who it applies to, consultation obligations and legal risks. We will use practical case studies throughout the course to bring these points to life.

### Course outline

- What TUPE does
- Business transfers
- Service provision changes
- Who transfers
- Changing terms and dismissals
- Information and consultation obligations

### Duration and cost

2 hours, £1,600 plus VAT

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## Data Protection

This course looks at the application of data protection principles and how to handle issues that may arise in your day-to-day work. We will use lots of practical examples and case studies throughout the course.

### Course outline

- Key concepts: What is personal data and sensitive personal data?
- The Data Protection Principles
- The basic requirements of fair processing
- Retention and HR data
- Proportionality and data minimisation
- Keeping employee data safe
- Sharing data with third parties
- Transferring HR data overseas
- Dealing with breaches of data security: HR's role in the response team
- Handling data subject access requests
- Handling data in investigations, grievances and disciplinary scenarios
- Consequences of non-compliance

### Duration and cost

2 hours, £1,600 plus VAT

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## Handling data subject access requests

Data subject access requests allow individuals to ask for details of all personal data held about them by their employer. These are increasingly common and can be both complex and time consuming – and often it is HR who are tasked with providing the response. This course will take you through the process of responding to a request and illustrate the application of the rules with a developing case study.

### Course outline

- The legal rules
- The available exemptions
- Tactical considerations and practical tips
- What can go wrong
- Practical case study

### Duration and cost

2 hours, £1,600 plus VAT

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## Protecting your business

This session focuses on defending threats to your business (for example when you are facing a team move), and how to manage risks when you are recruiting employees from your competitors. A practical interactive session aimed at lawyers, HR professionals and executives who need to grapple with these issues from time to time.

### Course outline

- Confidential information
- Notice periods and garden leave
- Restrictive covenants
- Recruitment
- Team moves

### Duration and cost

1.5 hours, £1,350 plus VAT

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## Family leave coaching

Returning to work after family leave is both an exciting and often daunting prospect. Our coaching service provides the guidance, reassurance and support that new parents need upon their return, and also before and during leave.

### Programme outline

Coaching will be provided by Eleanor King, an employment lawyer and member of the client training team. Eleanor is a mother to two boys and therefore has first-hand experience of the challenges, but also the rewards, of being a working parent.

Eleanor can provide a full programme of coaching, with sessions before, during and after family leave. Alternatively, Eleanor can provide one-off sessions at any stage where a new or expectant parent feels that they need an objective and confidential sounding board. Sessions can be provided by video call or by telephone.

### Duration and cost

Both the full programme of coaching, as well as individual sessions, will be priced on a fixed fee basis. Their duration will also be tailored to the individual needs of the participant.

## Tailored training

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If none of our standard courses meet your needs, we can design a course for you on any employment law topic of your choice. This can be a more tailored version of one of our existing modular courses or a completely new course – it is entirely up to you.

Whether you want an in-depth look at a specific issue or an overview of a more obscure topic, we can create a course to meet your exact requirements. Our tailored courses can be of any length, from one hour to a full-day. Your course can be for any type of workplace audience – all staff, managers, employee representatives, HR or in-house legal.

Our tailored courses can be based around your own policies and practices and designed to have an “in-house” look and feel. We can also provide a blended learning approach, using a combination of pre-course exercises, live training, and e-learning to fully engage the participants.

### Cost

The cost for a tailored training session will depend on your requirements, the length of the course and the amount of preparation work involved, but we will always discuss and agree the cost with you in advance.

As a guide, our standard charge for live delivery is from £1,000 + VAT for a one-hour course to £2,950 plus VAT for a full-day course. We will agree a preparation fee in addition to our standard presentation fee, giving you a total cost for preparing and running the course. The preparation fee will be fixed based on the topic and amount of tailoring involved.

“Lucy was brilliant - interesting and highly informative.”

“Eleanor was a really good presenter. The course was engaging while being informative and sharing real-life examples.”

# E-learning

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Live face-to-face training may often be a good way to learn, but there are times when you need a different training solution. Our e-learning courses are designed to give you a flexible training option which doesn't compromise on quality. Whether you want a standard course for compliance purposes or a bespoke course to address a particular need, we can design online training around your requirements.

All of our e-learning courses are practical and fully interactive in the same way as our live training. We use case studies, film clips and quizzes to engage the participants and bring the subject to life.

You can buy these courses at a fixed price, giving you unlimited access to the course for an unlimited number of participants. We do not charge an additional licencing fee or vary the price depending on the number of employees to be trained.

Ideally you will already have a learning management system (LMS) but if not, we are able to host the e-learning course for you.

## Standard courses

We have a set of standard e-learning courses on popular topics, based on our live training sessions.

### Essential employment law for managers

This modular e-learning course is designed to give your managers greater confidence in the key areas of employment best practice which they face in their role. We can include references to your own policies and procedures to ensure that the session is fully relevant to your business. The course can be designed for use throughout the UK, or for managers operating across different countries.

The course outline is:

- Handling disciplinary proceedings
- Managing poor performance
- Handling grievances
- Equal opportunities and diversity
- Dealing with sickness absence and disability issues
- Family rights and flexible working

The cost starts at £1,950 for design and £15,000 for delivery, based on three one-hour e-learning modules. This course can also be provided with supporting information on local employment law for use by managers outside the UK.

## Other standard courses

E-learning – standard courses	Recommended audience	Cost
Essential employment law for managers	Managers	Variable
Diversity	Managers/all staff	£2,750 plus VAT
Unconscious bias	Managers	£2,750 plus VAT
Anti-harassment and dignity at work	Managers/all staff	£2,750 plus VAT
Handling disciplinaries	Managers	£2,750 plus VAT
Leadership (anti-harassment)	Leaders	£2,750 plus VAT
Handling grievances	Managers	£2,750 plus VAT
Handling performance issues	Managers	£2,750 plus VAT
Handling mental health and stress issues	Managers	£2,750 plus VAT
Handling difficult conversations	HR/managers	£2,750 plus VAT
Whistleblowing	HR/managers	£2,750 plus VAT
Social media and the workplace	HR/managers	£2,750 plus VAT
Modern slavery	HR/managers/all staff	£2,750 plus VAT
Data awareness	HR/managers/all staff	£2,750 plus VAT
Acting as an employee representative (redundancy)	As required	£1,600 plus VAT

Although these are all standard e-learning courses, as with our live training we can include references to your own policies and procedures to ensure that they are fully relevant to your business – just send us the applicable policies in advance. We can incorporate your own logo into the design of the course. If you wish, we can also include a filmed clip of someone from your own business which introduces or endorses the messages in the course.

You can view some samples of our e-learning courses on our website here: [www.lewissilkin.com/elearning](http://www.lewissilkin.com/elearning)

### Tailored courses e-learning

We can design an e-learning course for you on any employment law topic of your choice. This can be a more tailored version of one of our standard courses, or a completely new course.

The cost for this will depend on your requirements and the amount of preparation work involved, but we will always discuss and agree the price with you in advance.

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## Cancellation policy

For any cancellations received in writing not less than eight (8) days prior to the event, you will receive a 100% credit to be used at another related event which must occur within one year from the date of issuance of such credit. If you have had a place confirmed then no credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the event or if you decide not to attend the event without giving us any notice. You may substitute the delegates attending no later than 2 working days prior to the event.

### **Standard courses (classroom, Webex and Microsoft Teams)**

In the unlikely event that you need to cancel any booked training course within 21 days of when they were due to take place, we would charge a cancellation fee of 50% of the fixed fee for the cancelled course.

### **E-learning courses**

In the unlikely event that you decide to cancel the delivery of an e-learning course, we would charge 50% of the fixed fee if cancelled at the preparation stage and 75% of the fixed fee if cancelled after sign off of the content.



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