

Case study:

Delivering Large-Scale Consultation Support Following a Major Acquisition

Overview

Hunter Adams partnered with a client during a significant post-acquisition integration programme, providing large-scale employee relations and consultation support as the organisation sought to streamline operations and realise the benefits of the transaction. Through a flexible delivery model and access to specialist HR expertise, Hunter Adams enabled the client to successfully manage consultation activity for approximately 250 at-risk roles while maintaining a positive employee experience and ensuring legal compliance.

The Challenge

Following the acquisition of another organisation, the client needed to merge and streamline multiple business areas to improve operational efficiency and deliver the expected benefits of the deal.

A significant restructuring programme was required, resulting in approximately 250 roles being identified as potentially at risk of redundancy. This created a substantial consultation workload that exceeded the organisation's internal capacity and capability.

Adding further complexity, different business areas were progressing through consultation at different times, creating fluctuating demand for support and requiring a highly flexible delivery approach.

Without additional resource, there was a risk of delays, inconsistent consultation practices, increased employee relations concerns, and potential legal exposure.

The Underlying Complexity

While the visible challenge was the volume of consultation activity, the underlying issue was the need to deliver a legally compliant and meaningful process at scale without compromising either business objectives or employee experience.

The organisation needed to:

- Support multiple business areas simultaneously.
- Manage significant volumes of individual consultation meetings.
- Ensure consistency across managers and consultation practices.
- Balance commercial objectives with employee wellbeing and engagement.
- Deliver outcomes within demanding timescales linked to the acquisition programme.

The programme required specialist employee relations expertise and the ability to rapidly scale resource as priorities evolved.

The Approach

Hunter Adams was engaged as an extension of the client's Employee Relations function, providing both programme leadership and consultation support.

The approach focused on standardisation, governance, and scalable delivery:

- **Manager coaching and guidance:** Supporting leaders responsible for consultation activity.
- **End-to-end document management:** Drafting communications, meeting scripts, invitation letters, and outcome documentation.
- **Employee feedback management:** Capturing representations and ensuring timely responses from the organisation.
- **Meeting support and administration:** Recording minutes and ensuring accurate documentation throughout the process.
- **Secure data management:** Creating a confidential shared workspace to eliminate unnecessary sharing of sensitive information via email and reduce GDPR risks.
- **Programme reporting:** Providing regular updates on meeting schedules, correspondence, outstanding activity, and progress against timelines.

A specialist team of 17 HR consultants was deployed, including two project managers and 15 consultants dedicated to employee consultation activity.

Overcoming Challenges

The programme required significant flexibility due to changing business timelines and fluctuating consultation demand.

Key challenges included:

- Scaling support rapidly across multiple business areas.
- Maintaining consistency across hundreds of consultations.
- Managing peaks and troughs in demand.
- Supporting managers with varying levels of consultation experience.
- Ensuring employee concerns were handled appropriately and consistently.

These were addressed through:

- **Flexible resource deployment**, allowing support levels to increase or decrease as required
- **Experienced consultants**, all bringing extensive restructuring and redundancy expertise
- **Central programme management**, providing oversight and consistency.
- **Continuous communication and reporting**, ensuring risks and issues were identified early and addressed effectively.

The Outcome

Over a period of approximately four months, Hunter Adams successfully supported the delivery of all consultation activity within the required timescales.

The programme achieved:

- Completion of all individual consultations.
- Identification of suitable alternatives to redundancy where appropriate.
- Confirmation of redundancy outcomes where required.
- Consistent documentation and governance throughout the process.

The flexible delivery model ensured the organisation could continue progressing its wider integration programme without disruption.

The Impact

The project delivered substantial operational and commercial value:

- **Support for more than 1,000 individual consultation meetings.**
- **Successful delivery of approximately 350 redundancy outcomes.**
- **Achievement of the business case associated with the acquisition and integration programme**
- **No appeals relating to the consultation process**, despite the scale and sensitivity of the activity.
- **Enhanced manager capability**, through coaching and support during consultation.
- **Reduced risk**, through robust process management and specialist employee relations expertise.

The client particularly valued Hunter Adams' ability to dynamically flex resource to meet changing demands throughout the programme.

Key Lessons

This engagement highlights several critical success factors for organisations managing large-scale restructuring activity:

- **Scale requires structure:** Governance and consistency are essential when managing high volumes of consultation activity.
- **Specialist expertise reduces risk:** Experienced employee relations consultants can identify issues early and support better outcomes.
- **Flexibility matters:** Resource requirements often fluctuate during major change programmes
- **Manager support is critical:** Equipping leaders with guidance and confidence improves both compliance and employee experience.
- **Employee experience should remain a priority:** Even in difficult circumstances, meaningful consultation builds trust and reduces conflict.

Why Hunter Adams

This project demonstrates Hunter Adams' ability to deliver large-scale workforce change programmes at pace while balancing commercial objectives, legal compliance, and employee experience.

By combining deep employee relations expertise with a highly flexible resourcing model, Hunter Adams enabled the client to successfully navigate a complex post-acquisition restructuring programme and achieve its integration objectives.

Client Feedback

“As part of a significant people programme bringing together two organisations in a complex regulatory environment there became a need for support linked to major restructuring activity. Our organisation didn't have the internal capability or capacity to support large scale individual redundancy consultations.

Hunter Adams were engaged as an extension to our Employee Relations team. Hunter Adams came on board for a period of circa 6 months and supported both the training/education of managers and leaders as well as supporting all individual consultation meetings.

At one point Hunter Adams were providing circa 15 FTE to the programme and in total they supported over 1000 individual consultation meetings and they helped deliver circa 350 redundancy outcomes allowing the organisation to achieve it's benefit case associated with the deal to bring the two organisations together.

Hunter Adams business model of both employing significant numbers of capable consultants as well as having connections with a significant number associates allowed the dynamic flexing of the programmes deliverables to meet unplanned peaks of activity.”

Managing a complex restructure, integration, or redundancy programme?

Partner with Hunter Adams to access experienced HR specialists who can scale with your needs, minimise risk, and deliver successful outcomes for your business and your people.

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