**RICHARD MARSHALL**

**Curriculum Vitae**

**‘Courage is what it takes to stand up and speak, it’s also what it takes to sit down and listen.’ Winston Churchill.**

**To Richard, Churchill’s quote encapsulates the key elements required to effectively deliver the NED role, being a ‘good listener and critical friend’. This underpins Richard’s own approach.**

**Personal Details**

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**Date of Birth:                    23 February 1960**

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**Education:                  Law Society Finals - Leeds Polytechnic - 1984-85**

**LLB (Hons) 2:1 - Leeds Polytechnic - 1981-1984**

**HND Business & Marketing with Distinction - Leeds**

**Polytechnic - 1979-81**

**Scarborough College, Yorkshire (School).**

**Career History & Professional Memberships**

**2019 - 2020                  Non Executive Chairman - Graywoods.**

**2019 - to date               Consultant Member, Lupton Fawcett LLP**

**2009 – 2018                   Managing Director, Lupton Fawcett LLP**

**1992 – 2018                    Board Member, Lupton Fawcett LLP**

**1992 – 2019                    Partner/Director, Lupton Fawcett LLP**

**1987 – 1992                    Solicitor/Associate, Dibb Lupton/DLA**

**1985 – 1987                    Trainee solicitor: Dibb Lupton**

**Law Society of England & Wales (1987)**

**Law Society of Ireland (2016)**

**Chartered Institute of Marketing - Fellow (2017) & Chartered Marketer (2007)**

**Society of Business Recovery Professionals - Fellow (2009)**

**Key Strengths**

Richard's key strengths are in developing and implementing strategy, post acquisition and merger integration, change management and brand development, combined with a clear understanding of the financial, risk management and cultural challenges associated with business growth.

Richard’s many years as confidant and trusted adviser to senior executives of family owned businesses through to the Boards of PLCs have equipped him with the courage to constructively challenge strategic development and business drivers, whilst also listening carefully to the opinions of Board members. Richard also has a proven track record of motivating and inspiring individuals to exceed their own corporate & personal goals.

As a respected and experienced business leader, Richard's many years of engagement with owner managed businesses have equipped him with a keen awareness of the need for the owners of such businesses to plan early for their exit to maximise value, or to plan carefully for well managed succession by the next generation.

Richard’s skills are a product of the four strands of his career as lawyer, board member and chief executive, and as marketer.

**Current Role & Background**

Richard is currently a Consultant Member in Lupton Fawcett LLP, a U.K. Top 200 firm of solicitors. Richard dedicates thirty days to Lupton Fawcett.

Richard had an interesting and enjoyable eighteen months as Non Executive Chair of Graywoods, a firm of Insolvency Practitioner Accountants based in Sheffield, York, and Hudderfield. Richard’s role was focussed on guiding the Directors in the development of strategy, processes, and governance, together with constructive challenge, mentoring and coaching. Whilst the appointment was brief it was successful as the Directors will confirm.

Richard stepped  down as Managing Director of Lupton Fawcett LLP in April 2018 having been elected to that role in 2008.

Richard was admitted to the Roll of Solicitors in England & Wales in 1987 and is also admitted in the Republic of Ireland. Richard is also a Chartered Marketer, a Fellow of the Chartered Institute of Marketing, and a Fellow of the Society of Business Recovery Professionals (R3).

Richard joined Lupton Fawcett as a partner from Dibb Lupton Broomhead in 1992. Richard joined the firms Management Board three months later, since which time until stepping down as MD he played a major role in the strategic development and management of the firm.

Over the last decade the U.K legal sector has operated against the background of the toughest conditions in living memory for the legal sector - a tough economy, new entrants to the market, cuts in public spending, over regulation, and lack of funding. Many firms have failed and many more will fail.

During this period, Richard laid the foundation for the firm’s current success by developing a three limbed strategy, as the impact of the recession and credit crunch hit home and as the significant changes to the legal landscape became real.

Firstly, to develop  a business that is resilient, well positioned, and profitable - in that order; with the priority being to invest in resilience and positioning, not to simply drive profit for short term gain; so encouraging the firm to invest more in ICT, Lean Management, alternative pricing models, and quality people.

Secondly, to have a business always fit for purpose both now and in three years time - so requiring the driving of several apparently conflicting, but in fact parallel, objectives - for example simultaneous redundancy and recruitment.

Thirdly, and to achieve the above, the development of a plan to become the Yorkshire regions mid market firm of choice. The main aim being to provide an offering to the mid market unequalled elsewhere within the region, underpinned by consistent, systemised quality, and new pricing models.

The firms progress in that journey can be seen from its expansion from it’s Leeds base and the firm’s entry in to and development in Sheffield and South Yorkshire and in York and North Yorkshire under Richards leadership. This successful expansion was achieved through a series of well integrated acquisitions and mergers, together with a series of strong lateral hires, all whilst shedding underperforming Partners and parts of the business. Further evidence of success was the underlying trend of increasing profitability ad strengthening Balance Sheet during Richard’s  term as MD.

The firm’s development also required the development of strong governance structures to ensure the accountability of management and the challenge, development and delivery of the firms strategy.

The journey was not an easy one and required a great deal of hard work and considerable reflection on the mistakes made on the way in the hope of not repeating them.

Richard led and managed the above but none of it could have been achieved without the engagement of the firms Partnership and staff - winning that engagement requires strong leadership and strong management! Key to successful delivery is distributing leadership to those able to contribute and to developing more leaders at every level.

The development and growth of the firm through acquisitions and mergers required strong change management and integration skills to ensure that the move from a single to a multi city business operating as one clear, unified, entity with common values and processes and that a clear and lived brand was successfully achieved.

The experience gained in Richard’s career brings insights valuable to all sectors.

Richard was also a long standing NED and trustee of The Yorkshire Sculpture Park from 2005 to 2017, is a governor of Scarborough College (2010 to date), and a patron of the Cill Rialaig Arts Foundation in Co Kerry. Richard is also a member of the British Irish Chamber of Commerce and sits on that bodies Financial & Professional Services Committee.

**Personal Interests.**

Richard's main interests are his three children and his partner Susan. He has a second home in the south west of Ireland and enjoys spending time there.

Richard is a lifelong field sportsman and enjoys shooting. He also has a strong interest in the visual arts and collects paintings as and when funds allow.

Richard is a member of the Kildare Street & University Club, Dublin and a past member of the Carlton Club (2004-18).

References:

Details of referees are available on request