

Wealden Business Group

Wednesday 23 September 2026



HR Consulting Kent

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- Independent HR consultancy supporting Kent-based organisations
- Owned and led by **Lyndsey Moore**, CIPD Kent Branch Chair and former HR Director
- Over **50 years combined HR experience**
- I joined in **June**, bringing strategic and generalist HR experience
- HRCK offer clients retained and ad-hoc offerings
- Practical, proportionate and commercially aligned HR solutions...

Why-Based HR Methodology

- Starts with the business plan, not HR activity
- Diagnoses what is really getting in the way of delivery
- Focuses on commercial consequences, not generic best practice
- Converts findings into Design Questions to guide decisions
- Aligns leadership, capability and structure with business ambition
- Produces clear, evidence-led insights without inflated priority lists
- Ensures solutions are proportionate, practical and commercially grounded

A little about me, the professional...



CIPD Qualified – 2003



CIPD Fellow (FCIPD) – 2011



Last In-House HR Role - Head of HR, Financial Services (5 years)



26+ Years' Experience in Regulated Sectors:



Nuclear



Education



Financial Services



Medical Research



A little about me outside of HR

The things that keep me grounded, curious and creative...



Moved from Devon to Kent in June



Owner of Amor Photography Ltd



Hobbies
- Travelling
- Landscape & Macro Photography
- Metal Detecting (Historical Interest)



Pet

Employment Rights Act Changes

October 2026

Employment tribunal time limits

Standard limitation period for most claims extended from **3 months to 6 months**

Sexual harassment - “all reasonable steps” duty

Existing duty strengthened to require employers to take **all reasonable steps** to prevent sexual harassment

EHRC guidance becomes key benchmark for what “all reasonable steps” looks like in practice

Third-party harassment

New duty not to permit harassment of employees by **third parties** (customers, clients, service users, etc.)

Applies across **all protected characteristics**, not just sex

Trade union rights – access and information

Strengthened **union access rights** to workplaces (with small-employer exemptions)

Other October 2026 measures

Reinstatement of the **two-tier workforce code** in public-sector outsourcing

Sector-specific work towards **Fair Pay Agreement** in adult social care

January 2027

Unfair dismissal – qualifying period cut to 6 months

Current **2-year qualifying period** reduced to **6 months**

Many more employees gain access to ordinary unfair dismissal protection

Employers must apply **fair process** even for relatively short-service staff

Unfair dismissal – compensation cap removed

Statutory cap on unfair dismissal compensation removed, increasing potential financial exposure

Probation and onboarding impact

Much greater focus on **clear probation terms**, structured reviews and documented support

Onboarding documentation and expectations need to be **tight, transparent and evidenced**

Fire-and-re-hire / fire-and-replace framework (2027 wave)

New protections around **fire and rehire/replace** expected during 2027, linked to ERA reforms