



HR-ONE

HUMAN RESOURCES
CONSULTANCY

NEWSLETTER

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ISSUES #9

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offering the expertise you
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EMPLOYMENT RIGHTS UPDATE WHATS COMING NEXT

From 1 January 2027, the qualifying period for ordinary unfair dismissal claims will reduce from two years to six months. This means employees you recruit in mid-2026 will gain unfair dismissal protection much earlier than under the current regime - often shortly after completing induction and probation. With new rights to request more predictable hours expected as part of the Employment Rights Act rollout, Zero-hours arrangements will need to evolve. Employers should already be mapping where zero-hours and variable-hours arrangements are used, and ensuring scheduling practices and record-keeping are clear and consistent. The direction of travel is clear: stronger protections, earlier obligations, and greater scrutiny of decision-making. Now is the time to tighten documentation, ensure probation reviews are meaningful, and map where zero-hours and variable-hours arrangements may need to evolve.



HANDBOOK REVIEWS DON'T LET OUTDATED POLICIES UNDERMINE YOU

If your handbook or policies haven't been formally updated in the last five years, they are almost certainly out of date. Post-COVID changes, April 2026 reforms, and upcoming Employment Rights Bill updates mean many documents no longer reflect current law or best practice. While statutory law always overrides policy, outdated documents can still undermine processes, create confusion, or weaken your position in disputes. A handbook should be a living document – accurate, accessible, and aligned with how you actually operate. If you'd like a policy and handbook audit, I can support with this.



Burnout- Protecting the people who hold everything together

Burnout isn't just a frontline issue. Senior managers and business owners often carry the emotional load of the business – absorbing pressure from all sides, holding responsibility for every decision, and feeling unable to set boundaries. Over time, this erodes clarity, decision-making, and long-term sustainability. High performers often ignore early warning signs, working longer and quietly pushing their own wellbeing to the bottom of the list. But sustainable leadership requires rest, support, and realistic expectations. Encouraging leaders to delegate, pause, and communicate limits isn't indulgent – it's strategic. Businesses thrive when their leaders are well. A quick check-in with your senior team this month can make all the difference.

MANAGING ABSENCE CONSISTENCY MATTERS

Absence management is one of the most common areas where small inconsistencies create big problems. Short-term absence should be handled using clear, fair triggers applied consistently across the team – not selectively or reactively. For long-term absence (28+ days), employers must maintain regular, compassionate communication, ensure Occupation Health referrals are timely, and document all adjustments considered. A structured approach protects both the employee and the organisation. Review your absence policy regularly to ensure it aligns with best practice and supports fair, defensible decision-making.

LEADERSHIP STYLES

Many of my clients fall into one of two camps: the “old school” leaders who rely on authority and instinct, and the “overly soft” leaders shaped by negative past experiences who avoid conflict at all costs. Both styles come from understandable places – and both create challenges. Effective leadership sits in the middle: clear, fair, emotionally intelligent, and unafraid to address issues early. July is a great time to reflect on your own style and explore alternatives that build trust without losing boundaries. If you'd like to explore leadership development options, I can help.