

East Herts Council Report

Human Resources Committee

Date of Meeting: 16 February 2021

Report by: Head of Human Resources and Organisational Development

Report title: Human Resources and Payroll Team Update Report

Ward(s) affected: N/A

Summary

RECOMMENDATION FOR HUMAN RESOURCES COMMITTEE:

(a) To note the HR and Payroll Team Update Report

1.0 Proposal

1.1 This report provides an update on key areas the HR and Payroll team have been working on during Quarter 3 2020/21 (October 2020 to December 2020).

2.0 Payroll Service

The Payroll Manager achieved 40 years' service at East Herts in November 2020, this has been recognised and highlighted at the last staff briefings.

2.1 Payroll continues to deliver its primary mission of ensuring all Staff, Councillors and Contractors on Payroll are paid accurately and on a timely basis.

2.2 Payroll have continued to manage furlough payments and supporting the furlough payment reclaims during the period. The Furlough (Coronavirus Job Retention Scheme) has been

extended until 30 April 2021. Furloughed staff have continued to be paid at 80% with EHC making up the shortfall where required to the 80% level and some staff have been flexed back into work (as allowed by the flexible scheme) on occasion to provide ad hoc work or to take annual leave. Where this occurs they revert back to 100% of pay for that day and there is no furlough reclaim. Staff who are working their notice and on furlough cannot be reclaimed from HMRC, this has been actioned in claims made.

- 2.3 Payroll continued to assist HR with any calculation requirements (redundancy payments) for Hertford Theatre Staff in line with the agreed restructure and temporary redeployments made. Two of these temporary redeployments have been extended with agreement and payroll have actioned these and recalculated any payments.
- 2.4 Payroll successfully uploaded the national fraud initiative report which is a statutory requirement to SAFS (Shared Anti-Fraud Service) that helps prevent and detect fraud within and between public & private sectors.
- 2.5 Payroll set up the relevant individuals to process payments to those who took part in the annual electoral registration canvass for 2020 from information provided by Electoral Services.
- 2.6 Payroll assisted internal Audit with the annual payroll audit review via Microsoft teams which included walkthroughs of payroll processing to check internal controls & risk management. This was a very successful process although more time consuming than face to face in the office. The Outcome report has recently been received with SIAS giving a rating of 'good' assurance (as usual) which is the highest assurance available. SIAS made two Low/Advisory recommendations.

Please see Appendix 1 for a copy of the Audit report including the management response provided. In terms of recommendations the first in relation to system access and

removing users has already been actioned (November 2020) once it was raised during the audit and the second recommendation will be actioned by December 2021. The second recommendation is to type up a detailed step by step payroll procedures manual with the associated screenshots outlining practice to be followed and to make this accessible for business continuity to link in with the monthly payroll checklist. Hand written notes are in place on the key procedures but these will be moved on to electronic documents to ensure access and be more user friendly, both the Payroll Manager and the main HR & Payroll assistant are familiar with these procedures so there is resilience but this will be further strengthened.

3.0 Learning and Development

3.1 The HR Quarterly Management Statistics Report provides the data and details regarding the learning and development events from October to December 2020. All training events continue to be delivered virtually in response to the current COVID-19 and lockdown regulations.

3.2 The OD and HR Co-ordinator has developed and launched the 2020/21 mandatory e-learning courses. These were made available for staff to complete as part of the annual PDR process from December 2020. The courses include:

- Data Protection 2020
- Health and Safety 2020
- Safeguarding 2020
- Equalities and Diversity 2020
- Lone Working (for selected officers who use these devices)

Training has taken place to ensure the consistency of the reporting from SkillsBuild for the staff and member training. Members are also expected to complete the first four courses in line with policies agreed or demonstrate that they have achieved a similar update from elsewhere which can be recorded. Member training is managed by Democratic Services

who now have access to the SkillsBuild reports so they can monitor and support members to complete/update records.

- 3.3 The corporate induction programme continues via Zoom and includes delivery from HR and other appropriate East Herts presenters on key elements of the council.
- 3.4 The virtual pre-retirement course was delivered and received positive feedback. The course was oversubscribed and a further date has been added to the programme.
- 3.5 The OD and HR Co-ordinator supported the in-house Wellbeing Programme which included designing a session on 'Tips for Positive Mental Health'.
- 3.6 The OD and HR Co-ordinator continues to support the Sustainability Team with the development of a sustainability training programme, this has now reached draft stage with a pilot session being run in February and will be part of the training programme offered to all staff once fully developed.
- 3.7 The OD and HR Co-ordinator is revising and updating the Training and Development Policy to ensure the policy is fit for purpose. The revised policy will be renamed the Organisational Development Policy. The scope of the policy will include the options available for staff development at the council including coaching, mentoring, professional qualifications, conferences, face to face training, e-learning, webinars and qualifications funded through the apprenticeship levy.
- 3.8 After consultation with the Leadership Team approval was given to recruit a Customer Services Apprentice who will be employed to study an NVQ level 2 or 3 in Customer Services; the level of qualification will depend on the previous experience of the successful candidate. Currently the Planning Apprentice framework is not live meaning that we cannot recruit new apprentices in this area. The Customers Services route has been chosen as it allows exposure to a range of council services which the apprentice can then progress into. The target is to

have four apprentices each year funded by the central budget with trainee costs directly managed by services. The cost of apprentices increases in year 2 meaning that the budget can only manage 4, trainee roles are for higher level apprentices which have progressed from an apprenticeship and they are paid at a graded job evaluated level and sit therefore within the service structure. The new apprentice will join our current apprentices or trainees studying the following qualifications:

- HR Consultant / Partner Level 5
- CIMA Level 7
- Advanced Apprenticeship in Construction - Town Planning Level 3
- Chartered town planner Level 6

Further apprentices will be recruited in the next financial year but this has been delayed to allow recruitment of further Planning Apprentices once the framework is available again.

4.0 Human Resources Update

4.1 East Herts Together (EHT) Development Update

The East Herts Together Group has continued to meet on Zoom whilst most employees work from home and has made good progress on actions.

4.1.1 The One Page Plan for the East Herts Together project has been updated to reflect changing priorities. All updated actions have been assigned to members of the East Herts Together (cross service) Group and target dates agreed and these are also now in the Pentana performance tracking system. Due to conflicting priorities some work has had to be delayed and moved forward on the plan. In particular the HR Strategy and Core Staff & Management Competencies has been delayed to allow work to be progressed on Agile Working first and also due to conflicting demands and responding to the pandemic which has included HR support in meeting staffing needs in the NHS. It remains the

aim to bring a draft strategy to the next HRC but the policy work being done first may delay this to the HRC in September in order to have been considered firstly by LT and EHT.

4.1.2 Actions that have progressed since the last update include:

- The corporate values have been refreshed and a new more simplified graphic has been drafted which is easily understandable for staff. This is now come back from the Design team and will be considered by the next EHT meeting on 23rd of February.
- 7 HR policies have been approved by Leadership Team and LJP and have been brought to this meeting for approval:
 1. Discipline Policy
 2. Officer Code of Conduct
 3. Grievance Policy
 4. Absence Management Policy
 5. Bullying and Harassment Policy
 6. Probation Policy and Procedure
 7. Appeals Policy (reduced version due to appeals being incorporated in the relevant policies above)
- Work has started on re-drafting the following policies to bring to HRC in May 2021:
 1. Managing Performance Policy
 2. Appeals Policy – this will be deleted once all aspects are covered.
 3. Redundancy Policy (Redeployment Scheme and Disturbance Allowance Scheme to be incorporated)
 4. Flexible Working Policy
 5. Training and Development Policy
 6. Recruitment Policy

7. Agile Working Policy (this will replace the suspended home working policy and also the flexi time scheme will need to be reviewed)
8. Alcohol, Drugs and Substance Misuse Policy

4.1.3 The staff survey was sent to employees in December 2020. The questions and analysis was undertaken in-house and special thanks has been given to Vicki David who has led this work (developing the questionnaire and analysing results) for HR and EHT with support from the Head of HR & OD and LT. The key headlines were shared with Service Managers at the quarterly away day on 25th January and it was agreed that some of the key headlines will be used in recruitment literature to help attract applications. The analysis of the results and agreement to the next steps has been considered and agreed by LT (Monday 1st February). The full report which is attached at Appendix 2 will be considered by the next EHT meeting for discussion to confirm next steps and more importantly key actions to take (see Staff Survey section 8.0 below for more details).

4.1.4 The drafting of the HR & OD Strategy has been delayed due to other work pressures as above but the group agreed at the last meeting that the key aims of the strategy are that it:

- supports corporate SEED priorities
- supports creativity and innovation
- includes the development of core competencies
- celebrates success / improves staff recognition
- addresses how we promote wellbeing
- covers change management regarding agile working and varied ways of working
- should reflect societal change, the 'new normal' and be pandemic resilient but not COVID focused only

4.1.5 The development of staff/management competencies has also had to be revised, work will now take place in April 2021. The

work that will follow i.e. PDR redevelopment, Management training etc. has also been moved forward in line with competencies development. This year's PDRs which begin in December will use the current form and process and this will be replaced following the competencies development for the 21/22 PDR cycle.

4.2 Recruitment

4.2.1 Indeed online Job Board

EHC have advertised 13 posts since the trial with Indeed began in June this year.

Candidates are asked to state on their application form where they saw the advert and this data is recorded in HR. Analysis of the data shows that Indeed is attracting a good proportion of the candidates overall. Of the total number of candidates (106) for all thirteen posts, 45 (42%) saw the advert on Indeed. It is likely that more candidates were attracted via Indeed than the data reflects as candidates are directed from Indeed to the East Herts Council (EHC) Website to complete their application. This can sometimes mean that candidates state on their application form that they saw the advert on the latter.

Of the 27 candidates who were shortlisted, 5 (19%) saw the advert on Indeed. Of the 10 candidates offered roles, no candidates (0%) saw the advert on Indeed.

In conclusion, Indeed has been successful in attracting a good proportion of candidates to apply for our roles (42%) however a lower proportion are being shortlisted for interview (19%) and none have yet been offered roles suggesting the quality of the candidates from Indeed is not currently of the required standard. One of the adverts has yet to close. This is being monitored by HR is also likely to be affected by the Pandemic's effect on the employment market.

HR will continue to monitor performance as more posts are advertised under the new arrangement. The application form will be further developed to include Indeed as a choice to select rather than candidates being given a free text box and the question reworded in terms of asking where the candidate first saw the advert to try to improve the reliability of the data.

HR with support from Communications have developed a branded page on the Indeed website where we are able to sell the benefits of working for the council and employees/candidates are able to leave reviews regarding their experience of the council as a recruiter/employer. The page will be developed further to include case studies and videos and will help to build the council's brand in line with agreed Equality and Gender Pay actions. Key headlines from the recent staff survey will also be used as outlined above.

4.2.2 Improved Job Application Form/Applicant Tracking System (ATS)

The new two-part application form (where candidates only have to complete part of the application form if they also submit a CV) appears to be working well and we have not been made aware of any issues with candidates completing it.

There remain concerns with the completion of the separate equality monitoring form as candidates do not always complete it, as highlighted in the previous equalities report this will be tackled through a full online form as part of bringing in recruitment software/ATS to replace the recruitment module in the HR system which was not suitable.

HR are working with Stevenage on purchasing an ATS system, this work will be led by the Head of HR and OD with two HR Officers and Stevenage counterparts. The costs of potential systems may limit options and integration with the existing core HR & Payroll system but the system will be required to provide

an online form, online shortlisting and name blind recruitment. The purchase will be made within this financial year to make use of refunds provided.

4.2.3 Corporate Web Site

In line with the update to the council's page on the Indeed website, the council's website has also been updated to include a 'Why join us' page and will be developed with case studies and key staff survey headlines etc.

4.3 HR Services provided to external organisations

The Head of HR and OD and HR Officers has developed the offer with revised/increased rates for pay as you go services to ensure EHC staff costs (including on costs) are fully met as well contribution/margin which can support running costs going forward as the rates have not been updated for a number of years. The offer has been expanded to include more L&D support and additional H&S support to maximise use of the HR team and generate further income for EHC. As well as revised 'pay as you go rates' the service now requires a retainer and offers a number of proactive pre-scheduled/paid services i.e. HR and H&S Audits, management coaching, HR Surgeries and H&S Surgeries meaning income can be better predicted and is not just reliant on pay as you go which may or may not be requested.

The bid to provide services (HR, L&D and H&S) to Ware Town Council was successful as previously reported and work began from 1/11/2020, the audit is beginning this month (February 2021).

Revised costings for Hertford Town Council (HTC) were developed for the HR Service (in line with the WTC package) and a tender was submitted to HTC for HR services (not H&S) and we are pleased to report this was successful with a new

package in place from 1st January 2021; this includes a more proactive surgery based service and audit.

Hertfordshire Building Control (HBC) have purchased and received a HR Audit and support has also been provided on an employee case. Following the Audit HBC have requested development work on number of policy and procedure, this work will take place across February and March. It is still hoped this may lead on to a retained HR service being provided.

The Head of HR&OD is also in discussion with an FE College who have expressed interest in purchasing a number of e-learning licenses for GDPR, this was initially expected to amount to 200 users but is now expected to be 50-60 but will generate a very positive return on existing developments (e-learning courses) if progressed. The OD and HR Co-ordinator is also going to contact more local partners i.e. existing customers and local town and parish councils to see if this can be further expanded.

In line with budget reviews HR are now providing an increased income target to reflect to work being generated and to support HR staff costs.

4.4 NHS Support

4.4.1 The Head of HR & OD has become the single point of contact for East Herts in relation to supporting the NHS. A Capacity Staffing Response Group (CSRG) has been set by HCC and the Head of HR & OD attends this on a weekly basis. The group is focused on support staffing demands from the NHS including Mass Vaccination Centres, redeploying staff on temporary and emergency basis from the local authority into the NHS. This has created a lot of work and has also involved providing the NHS with key frontline staff list for priority in terms of Vaccinations. Redeployed staff are also being given vaccinations as part of the frontline role they are now fulfilling.

4.4.2 EHC put forward 25 staff for potential redeployment and then responded to 8 specific demands for non-clinical staff. Currently this has led to one placement to support vaccination centre procurement starting. At the time of writing this update the employee who has been redeployed for 4 weeks has reported that it is going well and proving to be very busy but very rewarding, the feedback from NHS on the value of the staff member and the contribution they are making has been very positive.

4.4.3 As the NHS progress they are taking on additional staff directly, meaning these demands are beginning to slow/reduce and a number of EHC offers of redeployment have not yet been progressed due to capacity and resourcing improving.

EHC has signed a Memorandum of Understanding to facilitate this redeployment (staff costs are invoiced to NHS) and ensure duty of care to employee shifts during the placement which has been shared with our insurers and before any placement is agreed Risk Assessments are validated by our H&S Officer with the member of staff considered.

5.0 Casework

5.1 Support has been provided by HR on a number of cases in terms of absence and capability.

6.0 Hertford Theatre Restructure

6.1 The consultation on the restructure of Hertford Theatre closed on 12 November 2020. The purpose of the restructure was to ensure staffing resources are allocated appropriately to manage the current programme offer at the Hertford Theatre leading up to the full closure of the building in August 2021 for the construction project.

6.2 10 members of staff were put at risk of redundancy as a result

of the restructure proposals. Of this 10, 2 were successful in getting roles at the theatre. 8 employees were served notice of redundancy. One employee offered counter notice and left in December 2020, one left in January 2021 in order to create a 4 week gap so that he can take on a temporary opportunity in Elections in February, one was successful in applying for a job that became vacant at the theatre and the remaining 5 leave in February and March 2021. We continue to seek both temporary and permanent redeployment opportunities for these employees.

- 6.3 The restructure has been complex due to the closure of the theatre twice due to lockdown restrictions. We sought to temporarily redeploy staff on notice of redundancy to roles elsewhere in the council rather than place them back on furlough and managed to temporarily redeploy 2 employees to the COVID Marshall role, as well as a further 2 supporting Customer Services and Communications. However 3 employees remained on furlough (as they didn't want to take up the temporary redeployment offered) before taking accrued annual leave before their end dates.

7.0 Wellbeing Support

7.1 Virtual health and wellbeing week

- 7.1.1 East Herts Council held its first virtual health and wellbeing week for staff in the week commencing 14 December 2020. The event was planned by members of the Live Well Work Well Steering Group. It was arranged in response to the difficult year during the Covid-19 pandemic and the importance of looking after our wellbeing.

- 7.1.2 There were a range of activities (22 in total) to choose from including a Christmas singalong and laughter yoga as well as physical activity sessions to get staff moving more. Most of the sessions were led by external organisations who were experts

in the areas and all sessions could be done from employees' homes. Most of the sessions were between 30 to 40 minutes and were held during the lunchtime period however there were some sessions taking place at different times and some were slightly longer.

7.1.3 To encourage and support staff to participate, staff were able to record their attendance (with the exception of the evening sessions) as work time as long as service provision was not affected and their manager had agreed.

7.1.4 The event was initially promoted in Connect on 30 November which directed staff to the wellbeing hub on the intranet where they could book themselves onto sessions. Articles promoting the Dementia Friends session and themed coffee breaks appeared in Connect on 7th December. A daily alert on upcoming sessions was posted on the Intranet during the week. Regular reminders were sent to staff, and managers were asked to encourage their staff to attend, in the lead up to the event.

7.1.5 Disappointingly, the sessions were not well attended: 19 of the sessions had 4 or less attendees. The highest attendance (15 employees) was at the 'Questions to ask IT session (see table on next page for sessions and participants).

Session	Number attending
Tea, coffee and Zoom basics	3
Introduction to Able Futures	3
Introduction to Mindfulness	3
Got2Sing Choir	0
How to thrive working from home	3
Find out more about My Rewards	5
Moving and stretching for a Happy Back	4
Accredited Suicide Intervention course	0*
Questions to ask IT	15
Gentle stretch and movement	1
Smoking Cessation	0
Dementia Friendly	2
Evening Slumber – Unwind and relax.	0
Self care and top tips for mental health	1
Christmas crafting	0
Laughter yoga session	1
Presentation on the East Herts Employee Assistance Programme	7
Low Impact body conditioning session	1
Christmas Sing a Long	0
Volunteering opportunities in East Herts	0
Food for the Gut	2
Introduction to Sleeping Soundly	2

* This was a session that was organised for others outside the council and therefore it quickly became booked up and no EHC staff were able to attend, guidance is part of the wellbeing section for staff as well signposting to the EAP, Samaritans and tips and support on preventing suicide.

7.1.6 Thanks go to staff members Tyron Suddes, Rachel Kiss, Helen Farrell and Dawn Hollyoak who kindly gave their time and hosted themed coffee mornings. And to the fantastic external speakers; many of them volunteers.

7.2 Financial Wellbeing

In the lead up to Christmas, several articles on financial wellbeing were written to appear in Connect including tips from Citizens Advice East Herts on managing debt and budgeting; practical tips on managing your money and improving your mental health from the Mind Mental Health Charity; financial wellbeing articles on MyRewards including talking to your children about money when you are on a budget; and advice from Able Futures on coping with money worries over Christmas.

7.3 Wellbeing Survey

The Wellbeing Survey was re-run in December as part of the staff survey that is run every 3 years. Please see section 9.0 below.

7.4 Wellbeing Strategy/Plan

The Wellbeing Steering Group is going to develop a 3 year Strategy for EHC, this work is being led by Vicki David from HR with support from Claire Pullen. The aim is develop a strategy or 3 year plan to provide a clear direction for the wellbeing work being undertaken and seek LT approval and budget. Annual wellbeing plans will then be developed through the governance of this strategy/longer term plan.

8.0 HR and Payroll System Development

8.1 Progress with the provider has now improved and we have been assigned a new Zellis account manager. A product

demonstration took place to HR and Payroll in November to ensure we are making effective use of the system and to review unimplemented modules. We are now looking in to purchasing a third party ATS (Applicant Tracking System) which will manage the end-to-end recruitment process, on line application forms, online shortlisting, on boarding option (if affordable) and will allow for name blind recruitment. Greater linkage has also been made with the shared IT service who also support this system at Stevenage who sent a member of IT to the demo provided and who are supporting the BAM implementation below.

8.2 The HR Trainee Officer has begun further development of the HR and Payroll system. We have begun installing BAM (Business Alert Manager) which is an application that allows trigger alerts on dates. We are also at the early stages of building the L&D module which enables employees to view 3 years' worth of their training data and allows them to book on future courses. The HR Trainee Officer is also looking at making use of the Asset Management functionality within the system, which consists of compiling an inventory of equipment held by staff (e.g. phone/tablets) and aligning to the right employee profile. IT will have access to this information only, allowing them to update and manage going forward.

8.3 The Head of HR & OD has also now got agreement to provide a refund on the non-implemented H&S module as the provider has chosen to 'sunset' this module. HR and H&S do not use the system for H&S through e-forms so this does not have a negative impact. Unfortunately the refund is only a few hundred pounds but at least EHC have agreement for this to be provided at 100% for the duration of the contract.

9.0 2020 Staff Survey (Including Wellbeing Survey)

(See Appendix 2 for full report)

9.1 East Herts Council conducts a Staff Survey every 3 years to obtain feedback from employees so that it can take practical

steps to build on its strengths and improve areas for development.

- 9.2 The 2020 Staff Survey ran from 9 to 21 December 2020. The Survey consisted of 6 sections and 38 questions which had been agreed by the Leadership Team. The majority of the questions asked employees to select from a range of pre-populated responses to make the survey as quick and straightforward as possible to complete. There were also free text boxes included throughout the survey so that staff could expand on their answers where they wished to.
- 9.3 Employees were asked to include their name on the survey (rather than complete it anonymously) so that further follow up conversations could be held with them to support their specific needs (if appropriate). Employees were assured that individual responses would be treated confidentially and would only be seen by management and HR. The overall results (not individual responses) will be considered by the East Herts Together group to inform future work/actions to support staff.
- 9.4 Comparisons have been made, where possible, with the 2017 Staff Survey, although some questions are slightly different to the ones asked in this survey. The data in the Wellbeing section of this survey has been compared to the June 2020 Wellbeing Survey.
- 9.5 The survey was completed by 211 employees out of a total of 340 employees, giving a 62% response rate. This is slightly lower than the response rate for the 2017 Staff Survey (65%), (but is higher than 49% response rate in 2014) and perhaps unsurprisingly, it is lower than the initial response rate for the June 2020 Wellbeing Survey conducted (89%).
- 9.6 The results from the 2020 Staff Survey are largely very positive in each of the 6 main areas covered: (1) Wellbeing, (2) The Council, Our purpose, Structure and Direction, (3)

Communication (4) Support for employees to achieve their role, (5) Equality and Safeguarding, and (6) Overall:

- Employees feel the council supports their wellbeing (91% agreed).
- Employees reported they understand the direction of the council and how their role contributes to its success (97-98%).
- Employees report that communication in the council is effective (87-88%).
- Employees believe that the council welcomes and supports equality and diversity and addresses inequality towards employees (97%).
- They also believe that Health and Safety is taken seriously (96%).
- Employees felt they had good support to enable them to achieve their role (ranging from 74% to 95%) however there were four questions in this section that received an agreement level of 80% or below. The level of agreement is still positive but clearly improvement will need to be sought. These areas are: my manager makes the PDR process worthwhile; I feel I have sufficient resources to effectively carry out my current role: My line manager holds regular one to ones with me, and I have discussed the development I need to enable me to do my job and my career aspirations with my line manager.
- **Overall: Employees said they were proud to work for the council (95%) and would recommend it as a good place to work (94.7%).**
- **The majority also agree that things are continually improving at the council (81%).**

9.7 Overall the 2020 staff survey results are an improvement on the results achieved in 2017, areas have either been maintained or improved, no decline has been seen. Following the 2017 survey,

actions were agreed in a 'you said' 'we did' approach and this appears to have supported this overall improvement.

It is fair to say that all responses to all 38 questions are positive with lowest level of agreement at 74% but in line with the desire to continuously improve Leadership Team and East Herts Together will seek to build on strengths and improve in areas where improvement should be achieved i.e. the PDR process is going to be reviewed and improved, competencies which further support staff development will be introduced etc.

It is also important to refer to the next steps section (6) in the main report as by doing the survey in-house with predominately named responses individual follow up can and will take place which should in itself allow for more improvement to be identified and for further staff satisfaction to be achieved.

10.0 Options

N/A

11.0 Risks

N/A

12.0 Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

No expect for budget issues in relation to recruitment systems and purchasing an ATS.

Health and Safety

No

Human Resources

Yes – as described in the report

Human Rights

No

Legal

No

Specific Wards

No

13.0 Background papers, appendices and other relevant material

13.1 Appendix 1 - Internal Audit Report East Herts Council – Payroll 2020-21

13.2 Appendix 2 - Staff Survey Results 2020

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