The Future of Work

Pulse Survey Results

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Camden

Overview

This slide deck highlights the recent insight we have gathered from two pulse surveys which were ran simultaneously, which give an insight into **how the organisation has adapted their ways of working and what we can take forward in a post-pandemic world. This will be used to** inform decisions about the future of work including possible changes we may make to our **buildings, digital** and **people support** to enable us to work as effectively as we can, and to strike the right balance for our workforce so that our staff and services can deliver even more effectively with and for the people of Camden in the future.

Content

Individual pulse survey – Camden has been running a series of individual pulse surveys since May 2020 as they allow us to consistently check in with employees throughout these changing times. Pulse surveys are different to employee surveys as they have less questions and give a quick snap shot of the organisation. The focus was to explore staffs views of how they wanted to work as we emerge from the pandemic and lock down arrangements.

Team pulse survey – We also asked teams to come together to have a conversation about how they work now, how they want to work in the future and the things that they need to continue delivering for our communities – before sharing a collective response with us.

Next steps – what action we will take, informed by this information

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The Future of Work
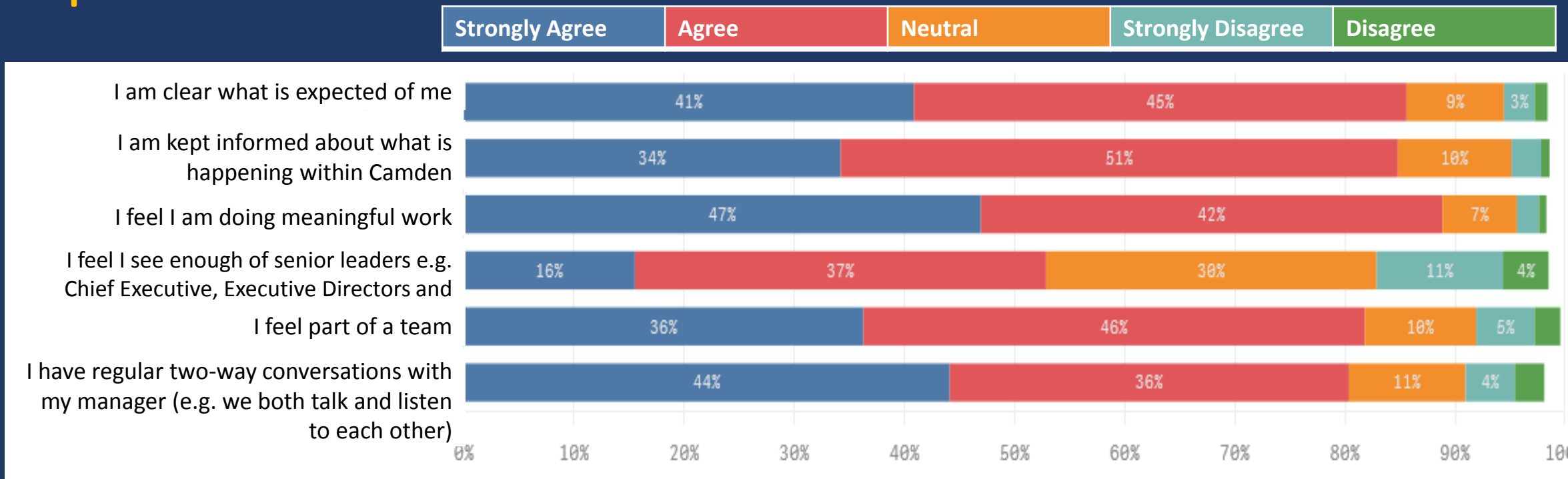# Individual Pulse Survey Results

The follow information gives an insight into:

- What staff are experiencing at the moment

- What staff want the future of work to be like

We had a total of **2,079 responses – 49% of the organisation.**
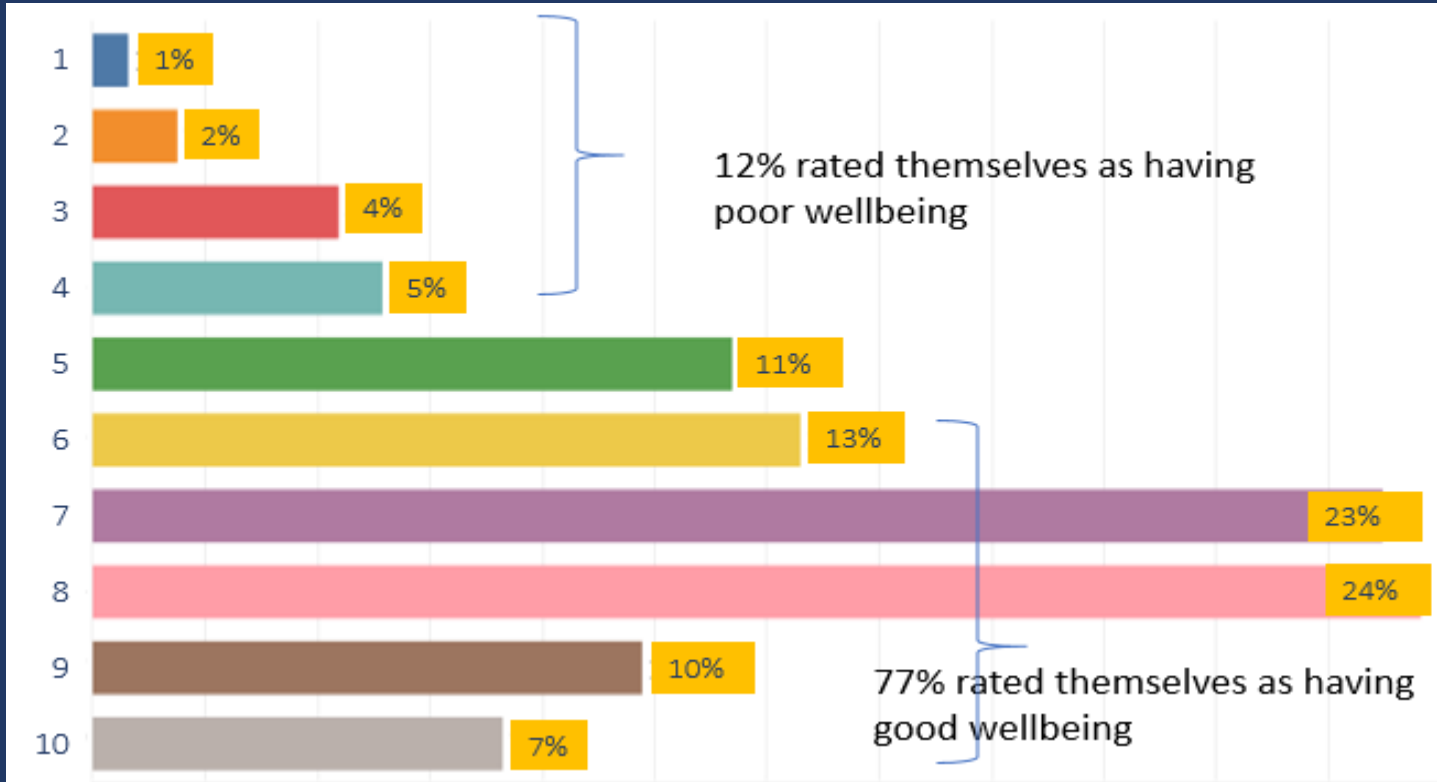
This is higher than both of our previous pulse surveys

Camden

People and Culture

Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree

I am clear what is expected of me — 41%, 45%, 9%, 3%

I am kept informed about what is happening within Camden — 34%, 51%, 10%

I feel I am doing meaningful work — 47%, 42%, 7%

I feel I see enough of senior leaders e.g. Chief Executive, Executive Directors and — 16%, 37%, 30%, 11%, 4%

I feel part of a team — 36%, 46%, 10%, 5%

I have regular two-way conversations with my manager (e.g. we both talk and listen to each other) — 44%, 36%, 11%, 4%

- These questions were repeated from pulse surveys in Spring and Summer 2020. A comparison of the results show there is no statistically significant changes between surveys. There is a slight increase in people feeling they are doing meaningful work, people having two way conversations with their managers and feeling part of a team, but a slight decrease in people feeling informed.

- There is a disparity here between disabled staff, where 73% feel part of a team and non-disabled staff, where 84% feel part of a team. The same disparity is evident when we look at those who are having two way conversations with their managers - 72% of disabled staff compared to 83% of non-disabled staff

- LGB staff agree with all categories slightly less than their heterosexual colleagues, excluding the question around senior leaders which is largely the same. Notable differences are feeling part of a team (74% for LGB staff as opposed to 84% for heterosexual staff) and having two way conversations with managers (78% for LGB staff as opposed to 82% for heterosexual staff). There is also a 6% difference in LGB staff feeling clear about what is expected of them, which may link to conversations between managers and relationships within teams.

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People and Culture - Wellbeing

Please rate your overall wellbeing on a scale of 1 to 10, where one is very poor and ten is very good

Rating	Percentage
1	1%
2	2%
3	4%
4	5%
5	11%
6	13%
7	23%
8	24%
9	10%
10	7%

12% rated themselves as having poor wellbeing

77% rated themselves as having good wellbeing

Wellbeing levels do not change substantially amongst staff of different genders, ethnicities, disabled staff, LGB staff, directorates or levels.

It would appear that wellbeing generally also increased since July 2020 when some 34% of respondents said they were concerned about their physical and mental wellbeing.

As we emerge from the pandemic we want to place an even greater spotlight on wellbeing within the organisation and will be exploring as part of our next steps how this might look and feel.
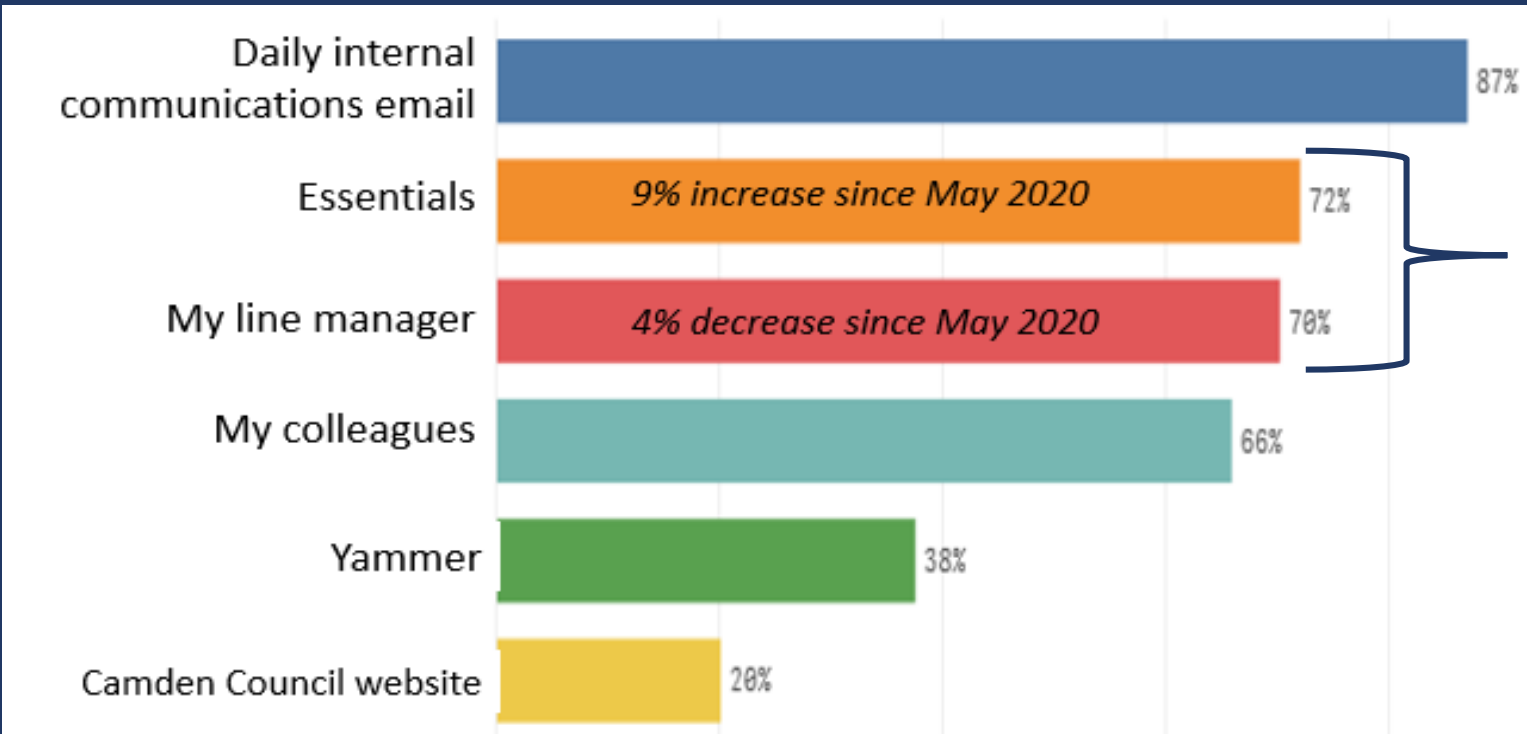
Wellbeing support in place

Since March 2020, we have adapted and added to our existing wellbeing offer to support staff with specific challenges they may be facing during this difficult time. This includes running 225 sessions with a total attendance of 1,573 people

These live well-being focused sessions have been designed in response to the known needs of staff. They have enabled staff to reflect, connect with others and gain practical tips. There have been specific sessions for groups such as managers, younger staff, staff who are shielding, carers, staff who are home-schooling and staff who live alone.

Communication

How do you keep up-to-date on what's happening in Camden and the support available to you at the moment?
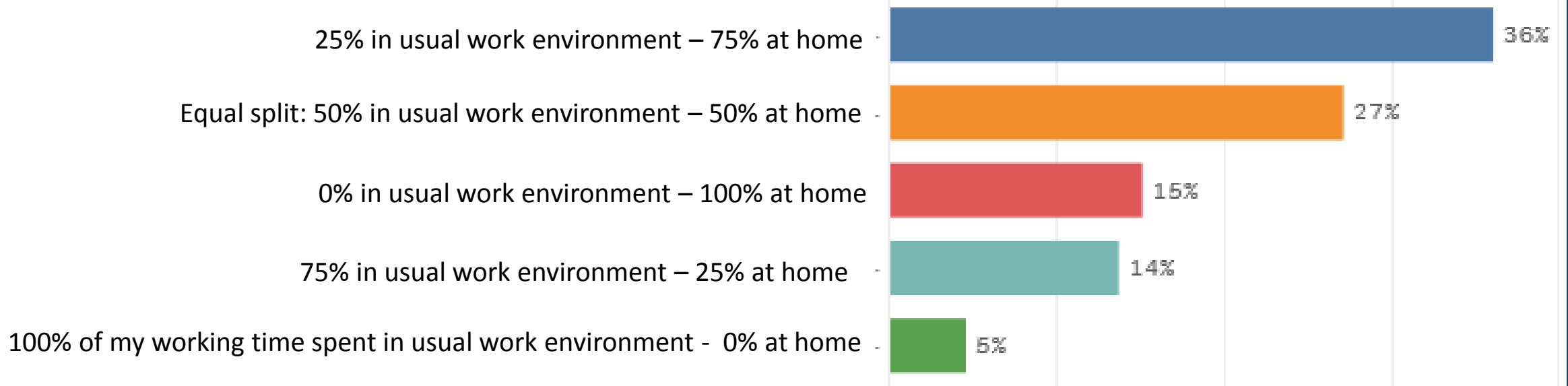

This trend compared to a previous pulse survey may point to a decrease in human communication over time while working remotely

- Disabled staff rely on their line manager (63%) and colleagues (56%) less than non-disabled staff, where 72% rely on their line manager and 68% on their colleagues to keep up to date.

- Black Asian and other ethnic staff are also slightly less likely to rely on their managers (70%) and colleagues (64%) compared to white staff (72% and 69% respectively)

- LGB staff are less likely to rely on their managers (65%) compared to their heterosexual colleagues (72%)

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Preferred working arrangements

What would be your preferred working arrangement post pandemic?

Preferred arrangement	Percentage
25% in usual work environment – 75% at home	36%
Equal split: 50% in usual work environment – 50% at home	27%
0% in usual work environment – 100% at home	15%
75% in usual work environment – 25% at home	14%
100% of my working time spent in usual work environment - 0% at home	5%

Supporting People top preference is an equal split of 50% at home and 50% in the office (37% of respondents), with the second choice being three quarters of their time at home (33% of respondents)
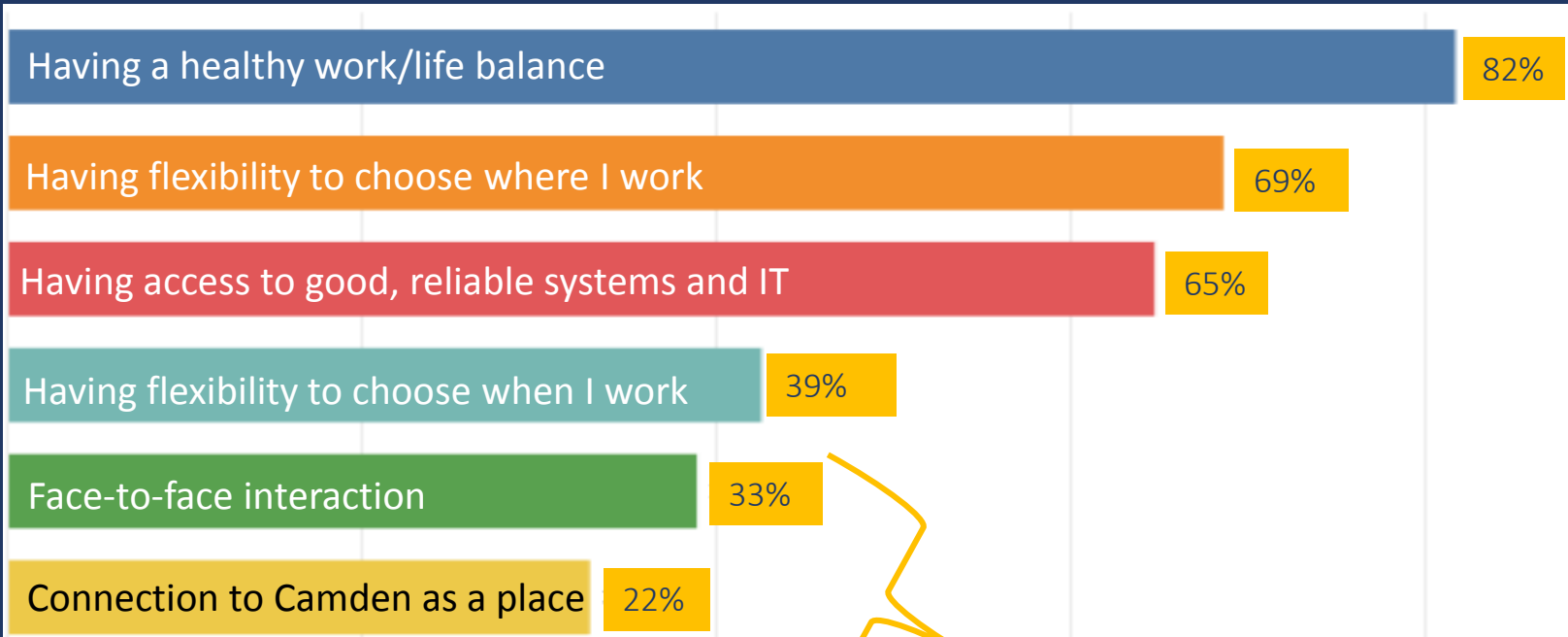
Corporate services have the highest preference for working 75% of their time at home (43% of respondents), with their second choice being 100% of their time at home (25% of respondents). Only 17% of respondents from Corporate Services went for a 50/50 split.

For Supporting Communities 33% of respondents said they would prefer 25% in usual environment and 75% at home. Their second preference was an equal split of 50% in usual environment and 50% at home (29% of respondents).

It should be noted that during lockdown colleagues in Supporting People have had the greatest presence in 5PS and this is reflected in the responses. In addition to this no directorate had more than 50% of respondents so this data must be taken as indicative and not absolute insight. As such we will need to get the balance right between people's individual preferences and the needs of service delivery. We must also consider connection to place and how we support people to feel and be connected to Camden as a borough if we create a hybrid work environment.

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Future priorities

What matters most to you about your future working arrangements post pandemic?

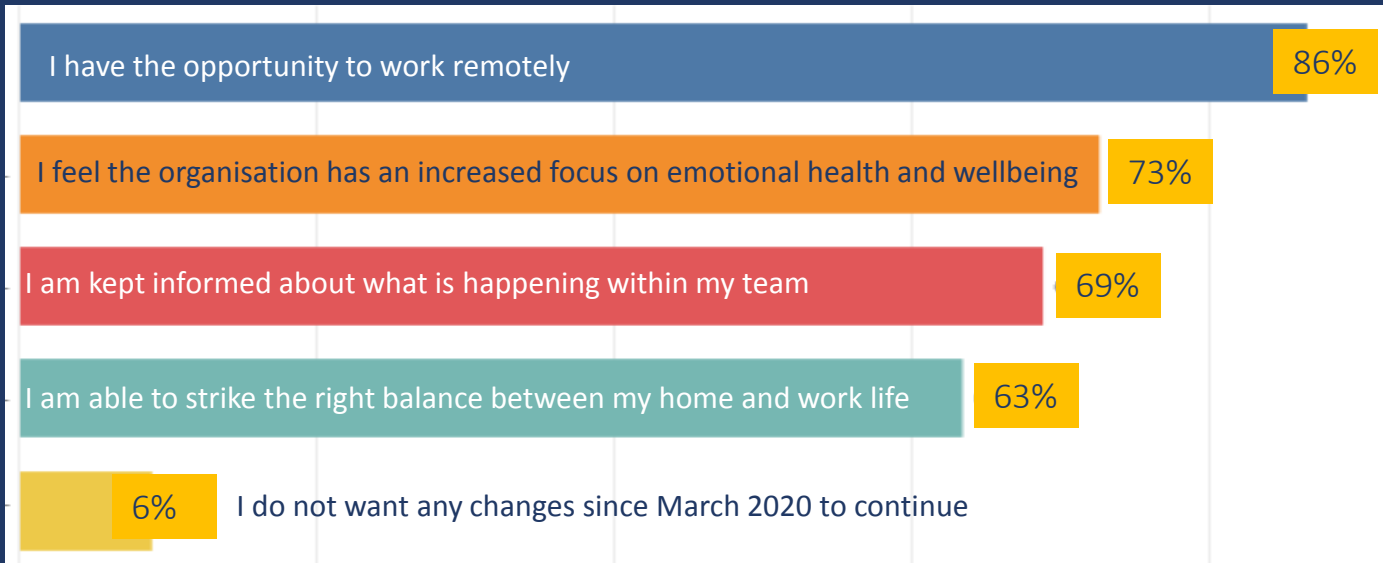| Priority	%
Having a healthy work/life balance	82%
Having flexibility to choose where I work	69%
Having access to good, reliable systems and IT	65%
Having flexibility to choose when I work	39%
Face-to-face interaction	33%
Connection to Camden as a place	22%

A surprisingly low responses for face-to-face interaction and Connection to Camden as a place, and only 17% of people said being able to interact face to face with Camden Residents mattered to them. We need to balance this with a citizen perspective, which is explored in the team survey and will further be looked at when we will explore further within focus groups.

- Flexibility is more important to disabled staff – having flexibility to choose where they work matters most to 72% of disabled staff, compared to 69% of non-disabled staff. Having flexibility to choose when they work matters most to 45% of disabled staff compared to 39% of non-disabled staff.

- White respondents were more likely to choose interacting face-to-face with their line managers and team as mattering to them in their future working arrangements– 36% compared to 30% of Black, Asian and other ethnic staff.

- LGB staff were more likely to choose having the flexibility to choose where they work as important to them – 74% compared to 68% of straight colleagues

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Lessons to take forward

What has worked well since March 2020 that you would like to continue?

I have the opportunity to work remotely	86%
I feel the organisation has an increased focus on emotional health and wellbeing	73%
I am kept informed about what is happening within my team	69%
I am able to strike the right balance between my home and work life	63%
I do not want any changes since March 2020 to continue	6%

'The pandemic has shown that many teams are able to work remotely without the need to physically be in the office' – Pulse Survey respondent

What did we stop doing in March 2020 that you would not like brought back after the pandemic?

We asked this open question and there was a key theme through responses that people see many benefits to the current way of working which they want to continue. This most popular answers were people expressing that the did not want to work in the office full time (63%) and wanting to continue to run some meetings virtually rather than face-to-face (16%).

Many comments also expressed dissatisfaction with aspects of working in the office, including hot desking, which will be considered in the Workspace design work stream.

'Virtual meetings work well and are easier to organise' – Pulse Survey respondent

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The Future of Work
Team Pulse Survey Results

Who responded

We had **213 responses**
- **24%** of respondents were form **Supporting People**
- **45%** of respondents were from **Supporting Communities**
- **31%** of respondents were from **Corporate Services**

*due to the % responses the insight in the following slides should be taken as indicative and not absolute data.

The follow information gives an insight into:

How we can design our physical workplace and digital infrastructure to allow our staff and citizens to thrive in a post-covid world.
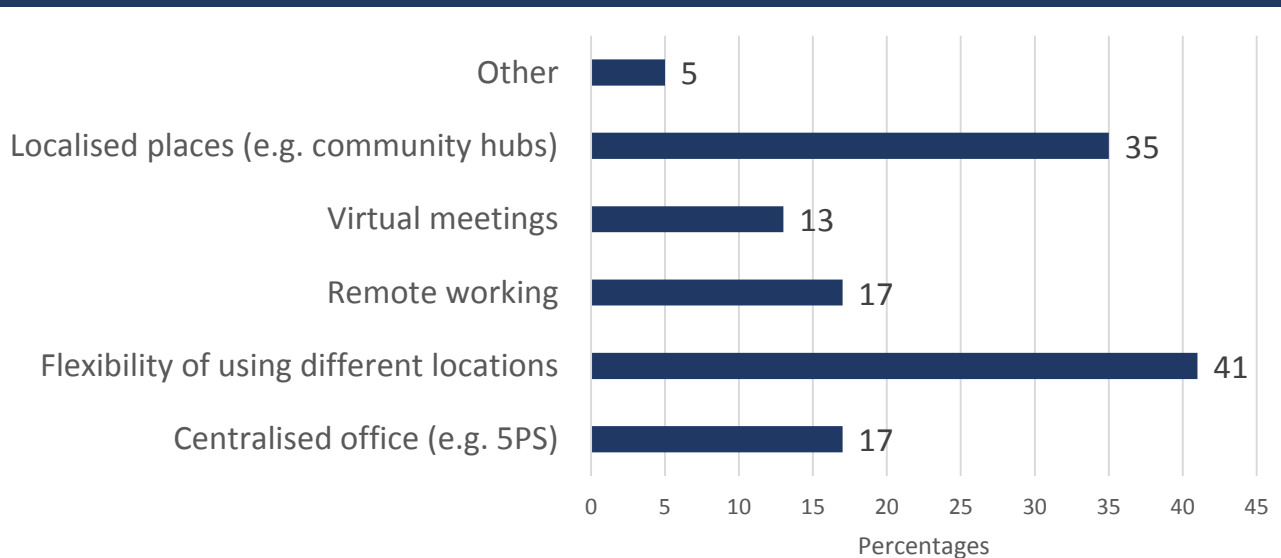
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Camden

Workspace design

The responses to this survey give us valuable understating of what teams need from Camden buildings when making plans for the future.

- **30%** of teams responded with **continued home working**, and **23%** with **more flexible working**, as ways they can continue to adapt post-pandemic

- However**, 32%** of teams cited **office space for collaboration**, and **23%** responded with **office space for teams and colleagues to work alongside each other** as things they need in order to be able to continue to adapt post pandemic.

- When asked how they might better connect across teams given that people may be working across different places and times, **15%** responded with **physical space to come together as a team**

From a citizen's perspective, where would be the ideal place for staff to work from?

Chart: Percentages
- Other: 5
- Localised places (e.g. community hubs): 35
- Virtual meetings: 13
- Remote working: 17
- Flexibility of using different locations: 41
- Centralised office (e.g. 5PS): 17

(x-axis: Percentages, 0 to 45)

"Citizens have got used to meeting online - but welcome meetings in person as close to their homes as possible" - Team Survey respondent

These answers from the team survey sit well with the priorities expressed in the individual survey of staff about how they want to work in the future. We also need to balance the views of staff alongside citizens.

Digital

- As expected, **49%** of teams said that, since March, they had adapted to meet the needs of citizens and users by **replacing face-to-face meetings with virtual ones** (this was the most common adaption cited). **29%** also stated that they had **moved services online**.

- When asked what ideas they had around how we can connect better across teams, recognising that people might be working across different times and places, **27%** of teams responded with **better/more use of technology** (this was the highest percentage of things mentioned in this category.) **25%** of teams responded with Microsoft Teams.

- When asked how they might further adapt post pandemic, **32%** responded with **making better use of technology, 20%** with **continuing to use online meetings,** and **19%** mentioned the need for **improved IT support**

- **43%** of teams have learned that **virtual communication** has worked well in connecting with citizens, partners and the wider community on things that matter to them, and **23%** would like to **continue virtual meetings** as a way to better connect with citizens and the wider community post pandemic.

How we interact and collaborate across teams using a blend of technology and face to face interactions will become increasingly important as we tap into opportunities for greater informal connections as well as planned opportunities.
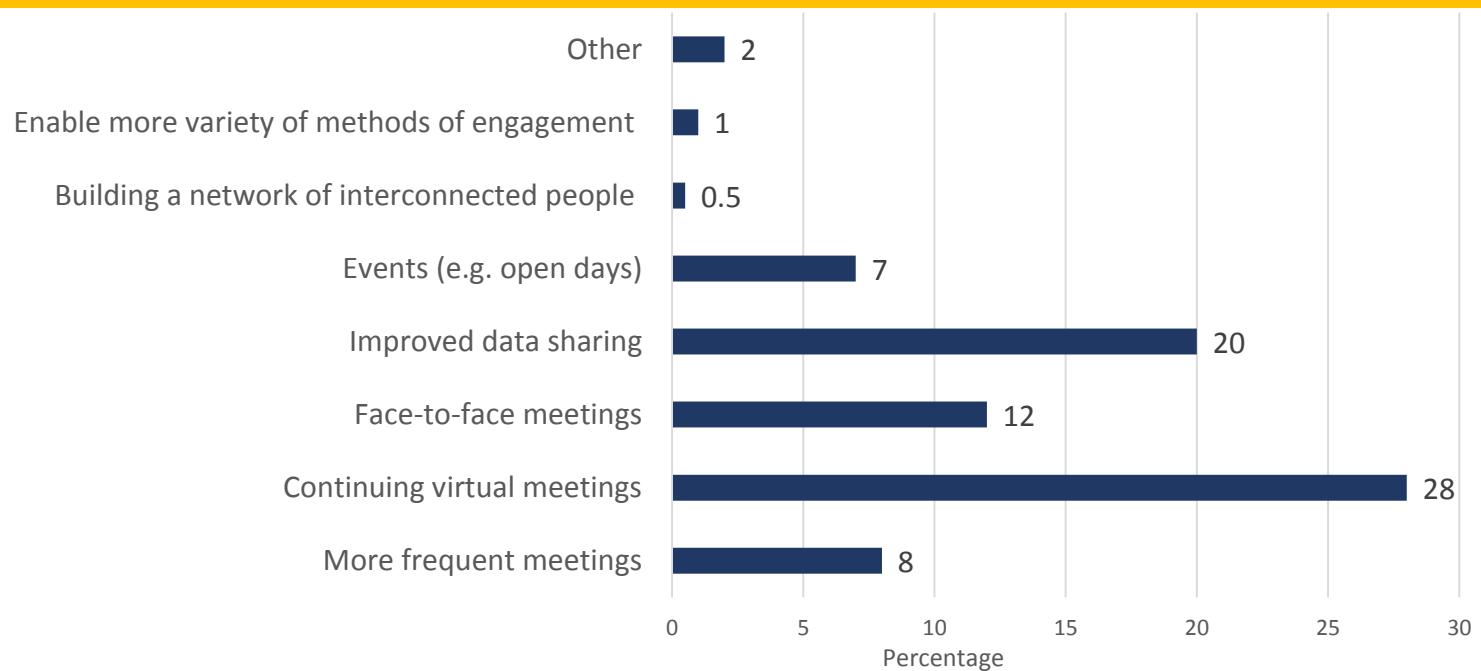
How we use and employ digital is key and provides opportunity to create a hybrid style working culture connecting people in the office, at home or else where as and when they need it.

This is something we can look at further as part of our next steps with Focus Group. For example. it would be good to explore how we can adapt our office space and use of tech within it to culturally adapt to a 'post' pandemic world.

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Connecting with partners

The survey included questions around the future of work from an outward perspective

What ideas do you have about how we can best connect to our partners post pandemic?

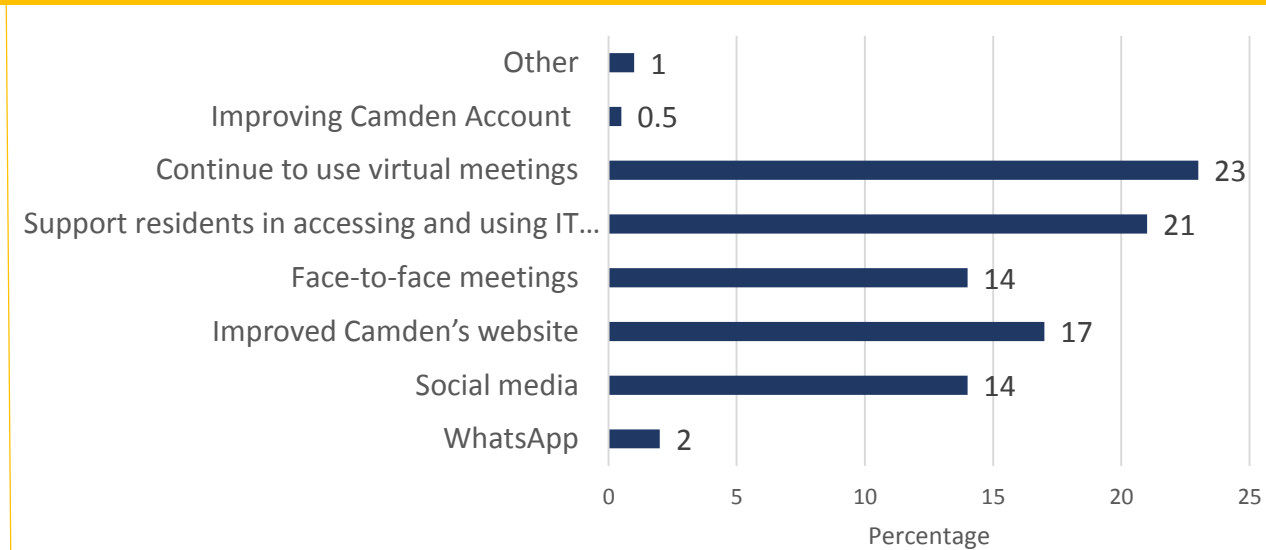| Category	Percentage
Other	2
Enable more variety of methods of engagement	1
Building a network of interconnected people	0.5
Events (e.g. open days)	7
Improved data sharing	20
Face-to-face meetings	12
Continuing virtual meetings	28
More frequent meetings	8

"Integrated working worked well over the pandemic and so did governance for quick and agile decision making. This should continue. We have made positive progress in data sharing but more could be done in this space" - - Team Survey respondent, Supporting People

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Connecting with citizens and the wider community

What have you learned works well when connecting with citizens, partners and the wider community on the things that matter to them?

What ideas do you have about how we can better connect to citizens and the wider community post pandemic?

Left chart (Percentage):
- Other: 5
- Talking on the phone: 1
- More engagement with residents: 26
- Using virtual communication: 43
- Improved information sharing with residents: 26
- Better understanding of residents needs: 27

Percentage

Right chart (Percentage):
- Other: 1
- Improving Camden Account: 0.5
- Continue to use virtual meetings: 23
- Support residents in accessing and using IT...: 21
- Face-to-face meetings: 14
- Improved Camden's website: 17
- Social media: 14
- WhatsApp: 2

Percentage

Reponses to these questions show that connecting and engaging virtually with citizens has largely been very effective and it is felt citizens will value having this option continued in the future.

It should be noted that the responses above are from a team perspective. We need to ensure we also hear the voices of citizens - this is something we will follow up in the next phase.
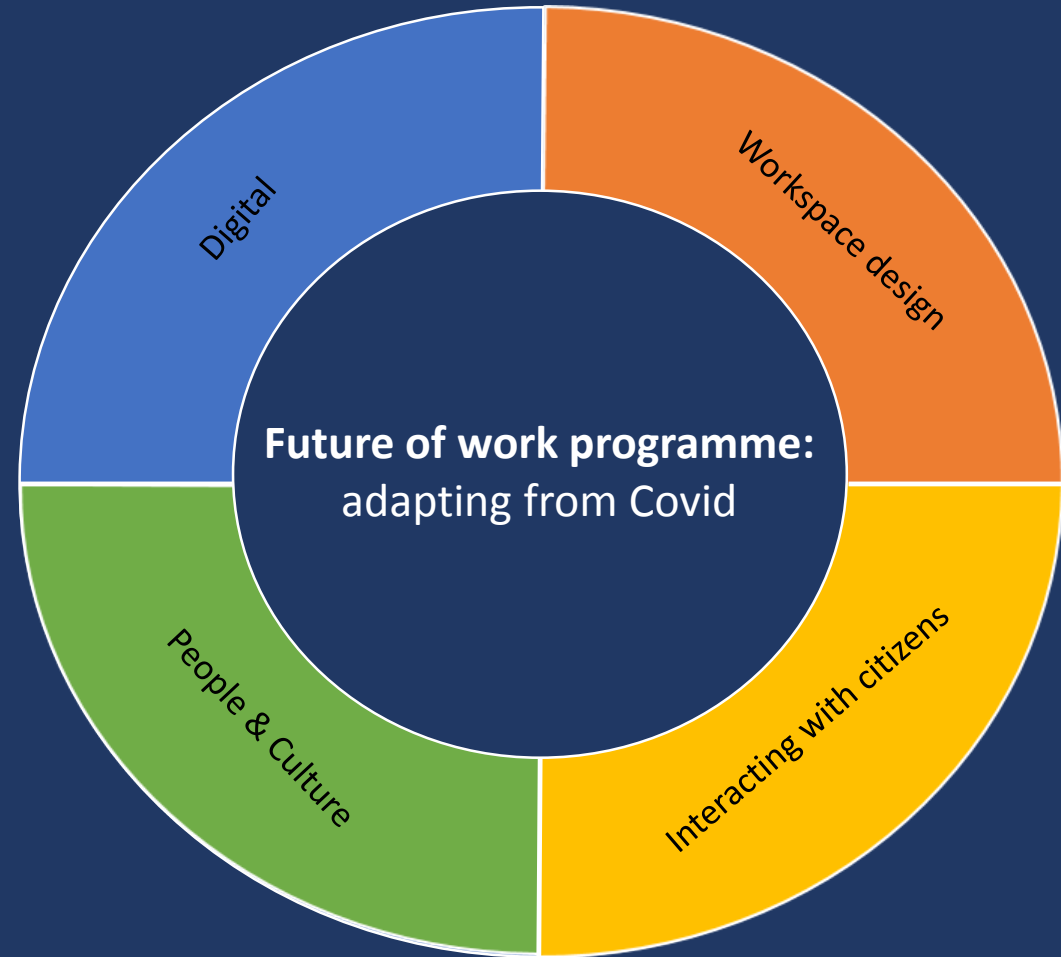
"Online meetings can mean better engagement with community and seem to have worked well. They can be more convenient for people" Team Survey respondent, Supporting Communities

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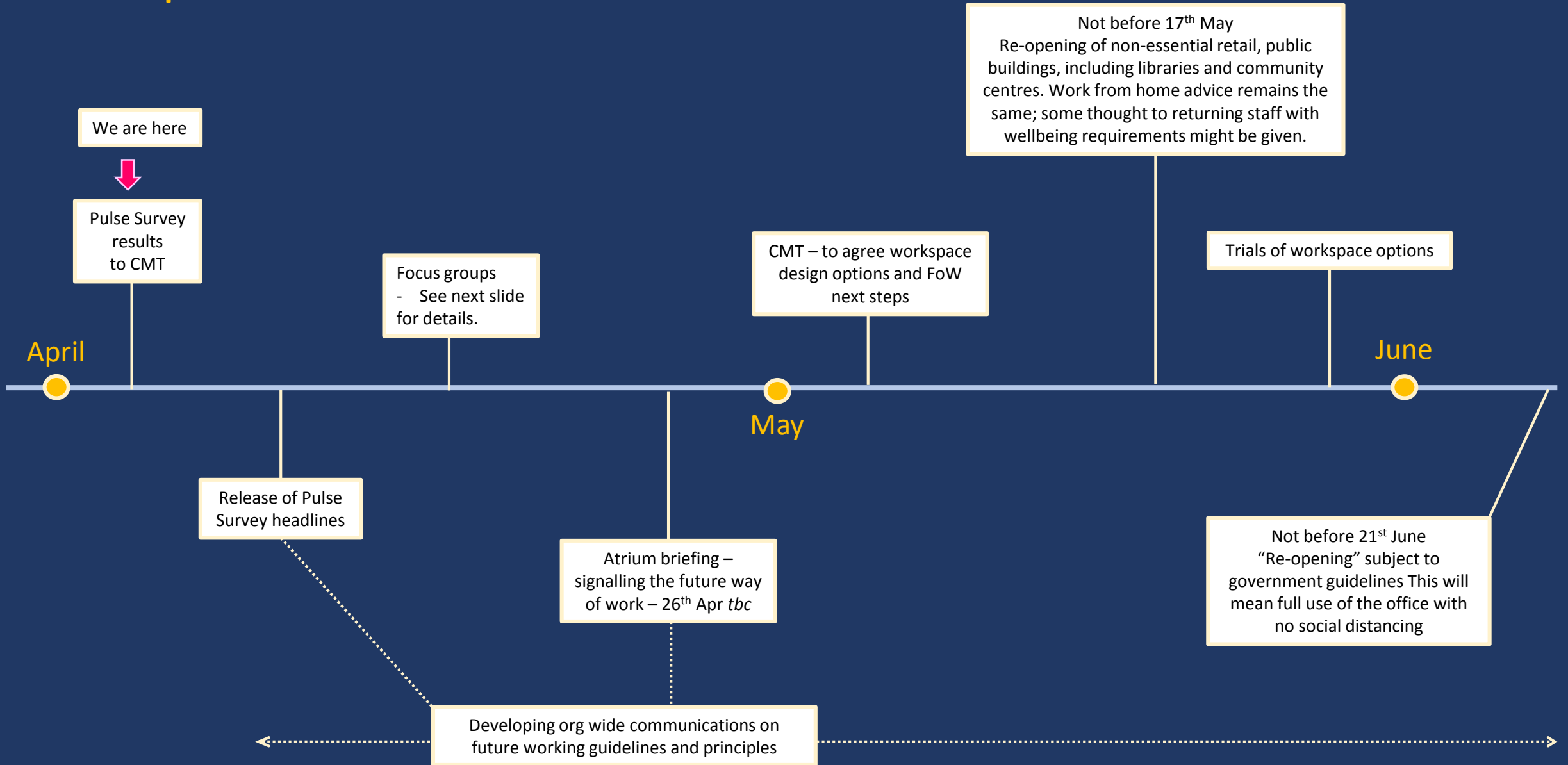# Overall aim of the Future of Work Programme

To effectively support our organisation and its people to adapt to the pandemic, as part of the wider organisational journey we are already on

So that our staff and services can deliver even more effectively with and for the people of Camden in future

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Next steps

We are here

Pulse Survey results to CMT

Focus groups
- See next slide for details.

CMT – to agree workspace design options and FoW next steps

Not before 17th May
Re-opening of non-essential retail, public buildings, including libraries and community centres. Work from home advice remains the same; some thought to returning staff with wellbeing requirements might be given.

Trials of workspace options

April

May

June

Release of Pulse Survey headlines

Atrium briefing – signalling the future way of work – 26th Apr *tbc*

Not before 21st June
"Re-opening" subject to government guidelines This will mean full use of the office with no social distancing

Developing org wide communications on future working guidelines and principles

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Focus Groups

We will be using focus groups as a way of gathering insights from our workforce and citizens and engaging with staff, these findings will inform work throughout the programme.
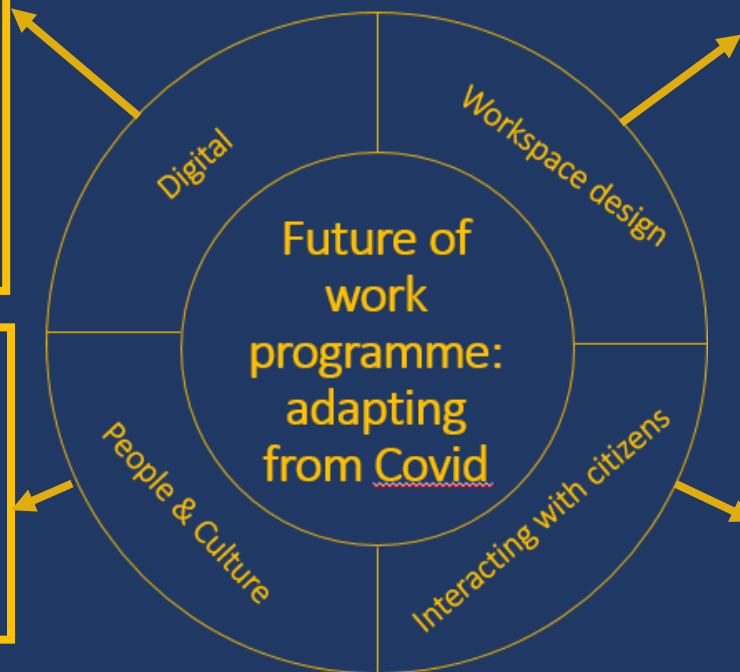
Work stream focus groups will explore:

How can we function effectively as an organisation when teams and individuals within teams will be located in multiple locations and how we ensure equality of access and contribution? What are the digital tools, skills and knowledge we need?

How do we balance working remotely and a connection to place?
How can we ensure equality of outcome and contribution, Inclusivity and Connection when working flexibly?

Deep dive into services

In addition to these 'themed' focus groups will we also all run service specific conversations to further explore reposes to the Team survey, to gain a deeper understanding of the future of work for them. These will cover a blend of working cultures including staff who are currently front line, office based and home based. These specific focus groups will also give further insight into the experiences of services who offer service to residents, including less desired services such as debt recovery.

Digital

Workspace design

Future of work programme: adapting from Covid

People & Culture

Interacting with citizens

How will we use our buildings to provide useful working space for teams, whose members are geographically dispersed: thinking about acoustics during meetings, connection and inclusion to tap into informal moments, and movement within space.
How can our physical space support the new purpose of the office?

How has the pandemic influenced our citizens' expectations and behaviours?

What are the wants and needs or our citizens?

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