



FORWARD TOGETHER

Appendix 2

Culture Summary

Content

1. Definition of culture
2. SBC values and practice
3. Summary of culture baseline
 - Our People Forum
 - Staff Survey
 - Staff Workshop
 - Mini People Poll/word clouds
 - Next Steps



Definition: What is Culture commonly understood as:

Shared beliefs/values and practices underpinning the vision

- Shared belief/values can be explained as our behaviours and interactions which support us to work together (or not) and make decisions
- Practices can be explained as the operating system i.e. policies, procedures and ways of working that work together and deliver for the resident of Slough

SBC shared beliefs/values



Supplemented by:
Our People
Our Purpose
Our Progress



Example of SBC practices that help shape and embed culture

- Corporate vision (serving residents of Slough)
- Visible and inspiring leaders
- Common goals at ED level
- Recruitment/onboarding cycle
- HR policies
- Performance management framework
- Code of conduct/moral compass
- Boards and governance (and how we are held to account)
- Staff engagement creating a feeling of belonging and shared purpose



How we currently shape our culture: Our People Forum

Chaired by the previous DCS, the Our People Forum (comprising of staff from across SBC and SCF) discussed the following topics:

Presentations by HR on:

- Feeding into the redesign of the appraisal process: June 2024 and Jan 2025
- Production of the Workforce Strategy: Dec – May 2025
- EDI working groups: Ad hoc
- Co-production of inclusive recruitment Feb 2025
- Unconscious Bias training Nov 2025
- Expanding staff recognition Dec 2025

Presentations by stakeholders on:

- 1. Trauma Informed Organisation training
- 2. Devolution plans and the impact on staff during the initial discussion periods
- 3. Guest speaker: role of a commissioner: Denise Murray
- 4. Guest speaker: Leader of the Council

How we currently shape our culture *cont.*

- Engaging staff: TALKABOUTS and Will's VLOGs
- Empowering staff: Reverse Mentoring
- Aligning practices against our values: Line management investment
- Aligning practices against our values: FAB – recognition at all levels
- Aligning practices against our values: Improving key HR policies
- Aligning practices against our values: Improving our EOYR framework
- Acting inclusively: Increased staff networks: increasing employee voice
- Acting inclusively: Increasing ways in which our staff speak up via trained Go To people

How we understand our employee voice and baseline our understanding of how staff feel about Culture: Staff Workshops

- FITT: Feb 2024
- Frustration, Inspiration, Tolerance and Toxic workshops: 2024: *only SBC*
- Behaviour of senior managers
- Values and purposed based culture
- Staff engagement
- Staff goodwill
- Whistleblowing
- *All Staff Survey: Nov 2024*
- Learning and Development
- Leadership and Management
- Workplace Morale
- Communication

How we understand our employee voice: Staff Survey Nov 2024: known as the main People Poll

- SBC: 57% participation, 43% NPS:

5 highest scoring questions

Survey Section	Question	Score (%)	Overall Council Score (%)
My work	I feel responsible and accountable for my work	96.97	97.21
Working together	I have a good working relationship with my colleagues	96.53	96.72
Diversity	I am aware of our employee code of conduct	93.18	93.38
Diversity	I am aware of our whistleblowing policy and procedures	90.93	89.94
My work	I feel a sense of pride about my job	90.24	90.64

5 lowest scoring questions

Survey Section	Question	Score (%)	Overall Council Score (%)
Working together	Teams across the organisation work well and co-operate with each other to get the job done	57.35	58.71
Vision	Our senior leaders listen to staff views	56.82	57.74
Vision	I know how we are doing against our plans and priorities	54.06	56.08
My development	I can see how my career could progress within the organisation	53.59	54.28
My work	Our processes and systems enable me to do my job effectively	53.56	54.52

SBC: Mini People Poll Jan 2026

vs Nov 2024 Main People Poll

	V Strongly Disagree	Strongly Disagree	Disagree	Agree	Strongly Agree	V Strongly Agree		V Strongly Disagree	Strongly Disagree	Disagree	Agree	Strongly Agree	V Strongly Agree
The Chief Executive, Executive Directors and Directors are visible and approachable	5.5%	4.2%	26.0%	42.4%	15.1%	6.8%	↑	11.4%	5.1%	25.3%	42.6%	9.8%	5.8%
I feel like I belong in my team	3.9%	1.8%	6.2%	27.5%	31.9%	28.8%	↑	2.8%	1.8%	9.0%	42.2%	23.3%	20.9%
I am provided with frequent feedback on how I can develop and improve	7.3%	6.8%	16.9%	34.9%	21.9%	12.2%	↑	8.0%	5.4%	23.8%	42.4%	12.6%	7.8%
Teams across the organisation work well and co-operate with each other to get the job done	7.8%	10.7%	24.2%	42.4%	11.5%	3.4%	↓	8.8%	7.5%	26.3%	42.7%	9.6%	5.1%
I feel well informed about what's going on in the organisation	4.7%	3.4%	15.4%	47.1%	20.8%	8.6%	↑	7.5%	5.0%	20.0%	50.9%	11.0%	5.6%

Example of Next Steps: listening to staff

- Next full People Poll (Staff Survey) scheduled April 2026; with questions to enable benchmarking
- Triangulate results alongside HR MI to support business with rounded understanding of their employee engagement
- Review of Workforce Strategy: realignment of actions based on what has been achieved and where we need to go further and faster
- Ensure leader's work with staff to co-create actions from the staff survey
- Partner Internal Comms to diarise updates throughout the year

Example of Next Steps continued: Areas of focus

Review: refreshing values/behaviours (proud of our *people, purpose and place*) for all staff.

1. Leadership Behaviours and Accountability

Review how leaders demonstrate desired cultural traits, remain visible to reinforce behaviours and desired culture.

Review decision making to be faster and increase staff empowerment

2. Operational Systems and Processes

Review how we evaluate performance i.e. appraisals to ensure they link to behaviours, not just business outcomes.

Review hiring and onboarding: Integrate the new culture into recruitment, selection, and onboarding processes to bring in individuals who align with the desired values.

Review recognition and rewards: Link it to new behaviours recognising those who exemplify desired cultural traits

3. Communication and Interaction

Review how we establish dialogues, including pulse surveys and focus groups, to gather feedback.

Review how transparent we are, and corporate challenges are and the "why" behind changes, to build trust.

Review how all comms links to culture and behaviours.

4. Daily Habits

Employee Experience and Daily Habits

Introduce a focus on a "critical few" actionable and observable behaviours that have the highest impact, such as how meetings are run or how customer feedback is handled.

Empowerment: Shift from top-down directives to employee-owned change by involving staff in creating new cultural practices.

Psychological Safety: Build an environment where employees feel safe to take risks, admit mistakes, and voice concerns without fear of reprisal.

5. How we are organised

Review how can encourage collaboration across grades and teams.

Review how the office can be organised to support teams to collaborate; accounting for the diverse needs of staff.



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