



ENGAGE PROGRESS REFLECT
myDEVELOPMENT

The East Lothian Way

Council Values & Behaviours



Our values, and the behaviours we expect of all employees in support of them are known as ‘The East Lothian Way’.

They help us meet the objectives of our organisation as detailed in the [East Lothian Council Plan 2022-27](#).

The East Lothian Way VALUES are:

ENABLING

and encouraging everyone we work with to be able to achieve their full potential

LEADING

by example and taking responsibility to improve ourselves and our services

CARING

for each other, our community and the work that we do

The East Lothian Way BEHAVIOURS we encourage are:

PAGE 3: **PERSON CENTRED**

PAGE 4: **WORK TOGETHER**

PAGE 5: **BE THE BEST WE CAN BE**

PAGE 6: **EMBRACE & INITIATE CHANGE**

PAGE 7: **MAKE THINGS HAPPEN**

PAGE 8-11: **LEADERSHIP BEHAVIOURS**

PERSON CENTRED

We put our customers and the people we work with at the heart of everything we do.



We are successful when:

- We are polite and honest in our conversations with others and about others
- We are flexible and adapt our approach to suit the needs of the person we are working with
- We are empathetic and compassionate towards the people we work with
- We find solutions with others and offer choices to help them with their requests and problems
- We do what we say we are going to do within the agreed timescales and standards
- We listen to the people we work with and their feedback and use that to inform service improvements

We are less successful when:

- We are inflexible and unhelpful towards others
- We take no action or responsibility to handle requests or solve problems
- We make promises or commitments to others that we cannot keep
- We let our mood affect how we treat others
- We fail to manage other's expectations



Work Together

We collaborate with our partners, customers and colleagues to build strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect.

We are successful when:

- **We work together with others and collaborate with them to find solutions early on, taking time to listen to what is needed**
- **We value our team and involve them in meaningful consultation and decision making**
- **We demonstrate a positive attitude that motivates the people that we work with**
- **We are respectful of different opinions and the diverse backgrounds of others**
- **We have open and honest conversations with people that we work with**
- **We take responsibility for our wellbeing and development and care about the wellbeing and development of others**

We are less successful when:

- We work on our own when it is more effective to involve our team and colleagues from other teams
- Our negativity de-motivates the people we work with
- We complain about other people and their work without confronting the issue that we are concerned about
- We take decisions without involving others who should be involved
- We keep quiet if we are unclear what is being asked from others rather than asking



Be The Best We Can Be

We take responsibility and use our initiative to deliver the highest quality services as efficiently and effectively as possible.



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We are successful when:

- **We seek to improve systems or ways of working which are ineffective**
- **We challenge and ask questions when we think something could be wrong**
- **We take responsibility to undertake our development and seek feedback**
- **We give positive and constructive feedback to each other in a respectful way**
- **We share ideas with others and try new things**

We are less successful when:

- We ignore suggestions about our work and opportunities to improve our approach
- We dismiss the ideas and contributions of others and challenge unhelpfully
- We resist and complain about the need for change or trying new things
- We are easily influenced by the negativity of others
- We have a “yes but” response for every solution suggested



Embrace & Initiate Change

We embrace the need for change and initiate new ways of working to improve ourselves and our services.

We are successful when:

- **We use our initiative to improve how work is done or services are delivered**
- **We approach change positively and contribute to making it happen**
- **We take responsibility for our actions and learn from our mistakes**
- **We take action when there is a problem – informing others as appropriate**
- **We complete our work thoroughly and to the agreed standards**

We are less successful when:

- We blame others for our mistakes rather taking responsibility
- We accept things as they are and leave it to others to suggest improvements
- We pretend to support ideas or improvements but then complain to others about them
- We ignore a problem when we come across it as it's not our job
- We fail to uphold the principles of the East Lothian Way



Make Things Happen

*We plan and deliver our work effectively, making sure we understand needs and priorities.
Within a financially challenging environment, we can't always meet the expectations of others.
We can clearly communicate the limitations and what we can do.*



We are successful when:

- **We approach our work in an organised way**
- **We want to do a good job and are motivated to do so**
- **We follow processes but adapt these when needed and appropriate**
- **We recognise when work is urgent and we prioritise the most important things**
- **We plan and complete our work to meet deadlines, keeping others informed if we can't meet them**

We are less successful when:

- We are disorganised, we miss deadlines and do not effectively plan or prepare our work
- We are consistently late for appointments and meetings
- We fail to follow processes preferring our own approach
- We start our work, but fail to follow it through to completion
- We over commit and do not adequately communicate delays





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The East Lothian Way

Leadership Behaviours

The East Lothian Way describes the Council's values and the behaviours expected of employees in support of them.

A 'People Manager' is the term for anyone in ELC who has people management responsibilities. As People Managers, we can significantly influence our team's wellbeing, effectiveness and capability by our actions and behaviours.

While we expect all employees to adhere to the East Lothian Way, as People Managers there are additional expectations of us as leaders of our teams.

Person Centred

We put our customers and the people we work with at the heart of everything we do.

As a people manager this means:

- I am approachable and visible to my team, making sufficient time for them
- I adapt my leadership style according to different team members needs and the situation
- I care about individuals in my team and take steps to improve their wellbeing
- I show compassion towards my team actively listening to their concerns and acting upon them
- I get to know my team as individuals and treat everyone fairly
- I manage my emotional responses calmly and professionally



Work Together

We collaborate with our partners, customers and colleagues to build strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect.

As a people manager this means:

- I model a “One Council”/“One East Lothian” approach to solving problems and supporting other service teams
- I actively build strong relationships with colleagues across services and encourage my team to do the same
- I support my team to collaborate with others that they work with
- I am open and honest with my team and colleagues and deliver difficult messages in an appropriate manner
- I listen to constructive challenge from my team and colleagues about decisions I make
- I back my team with the decisions and actions that they make



Be The Best We Can Be

We take responsibility and use our initiative to deliver the highest quality of services as efficiently and effectively as possible.

As a people manager this means:

- I motivate my team to excel, building their confidence and capability
- I encourage my team to try out new approaches, learn from others and from mistakes
- I give my team recognition and positive feedback for a job well done
- I have regular conversations with my team about their development
- I delegate tasks to my team to develop them ensuring they are achievable and realistic
- I discuss performance issues with my team when they arise, aiming to resolve them together.
- I actively mentor/coach my team to share my experience and knowledge



Embrace and Initiate Change

We embrace the need for change and initiate new ways of working to improve ourselves and our services.

As a people manager this means:

- I visibly demonstrate commitment to transformation and take steps to understand and manage resistance
- I ask my team for ideas for improving our team/service and take these on board
- I seek new and creative ways to improve service delivery
- I clearly communicate the personal impact of change on my team and keep them updated regularly
- I ensure my team are appreciated and recognised for implementing changes
- I enable my team to learn digital skills and provide opportunity for them to do this



Make Things Happen

We plan and deliver our work effectively, making sure we understand needs and priorities. Within a financially challenging environment, we can't always meet the expectations of others. We can clearly communicate the limitations and what we can do.

As a people manager this means:

- I set and communicate clear expectations for my team so they are aware of their roles and responsibilities
- I assist my team in removing barriers or obstacles when possible which may be impacting their work
- I make informed decisions ensuring I understand the wider context/full picture
- I manage the expectations of others in and outside ELC
- I hold myself and others accountable for doing what we have agreed
- I do what I say I'm going to do
- I have difficult conversations where necessary with colleagues regarding issues using empathy and understanding





This employee guide was produced by the
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East Lothian Council

For more information please email: organisationaldevelopment@eastlothian.gov.uk

Versions of this information can be provided in Braille,
large print, audiotape, or your own language.

For assistance please call: **01620 827827**

British Sign Language (BSL) users can contact
us via www.contactscotland-bsl.org