

Members' Library Service Request Form

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Originator	Paolo Vestri
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Document Title	Council Values, East Lothian Way Behaviours and Staff Charter

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REPORT TO: Members Library Service

MEETING DATE:

BY: Depute Chief Executive Partnerships and Community Services

SUBJECT: Council Values, East Lothian Way Behaviours and Staff Charter

1 PURPOSE

- 1.1 To inform elected members of Council Values, revised East Lothian Way Behaviours and Staff Charter.

2 RECOMMENDATIONS

Elected members are asked to:

- 2.1 Note the East Lothian Council Values, East Lothian Way Behaviours and Staff Charter as detailed in Appendices 1 and 2.
- 2.2 Note that a communications plan will be put in place to inform staff of the Council Values, Behaviours and Staff Charter.

3 BACKGROUND

- 3.1 The Council's Workforce Plan includes the following actions:

"Further promote the values and behaviours we expect of all staff through the East Lothian Way and ensure they are embedded within job outlines and the PRD process"

"Adopt an 'East Lothian Staff Deal' which sets out the Council's commitments to support staff and the values and behaviours staff are expected to follow"

- 3.2 A short life cross service working group (including Trade Unions) was established to take these actions forward. The group has now concluded its work and prepared a draft set of Council Values that would underpin a revised East Lothian Way set of behaviours (Appendix 1) and which form the basis of a Staff Charter (Appendix 2).

3.3 The values and behaviours were tested with staff from various services, including frontline staff and office based staff at focus groups. Comments and suggestions made by staff have been considered and taken into account in preparing the final draft. The Values, East Lothian Way Behaviours and draft Staff Charter were considered and supported by the Joint Consultative Committee, 13th March 2019.

Values

3.4 The proposed Council Values are:

Enabling

Leading

Caring

3.5 These values are both inward facing – the values that underpin the Council’s relationship to its staff and the behaviours expected of staff – and also outward facing – the values that underpin the Council’s relationship with its citizens and communities. Simple one line definitions of these values are provided in Appendix 1.

3.6 The **E L C** acronym helps to make the values memorable and relevant to East Lothian Council.

East Lothian Way behaviours

3.7 The existing version of the East Lothian Way is based on five behaviours:

Focus on Service

Initiate Solutions

Deliver Outstanding Results

Explore the Bigger Picture

Share Knowledge

3.8 The review of values and behaviours concluded that after almost 10 years of use the original East Lothian Way behaviours required radical change. The working group (supported by anecdotal feedback from staff and managers) felt that the original behaviours were still too open to interpretation and different meanings, over complicated and not always relevant to all staff.

3.9 The review has recommended a new set of five behaviours which relate to the **E L C** values. These are:

- Customer Focussed
- Initiate and Embrace Change
- Be the Best We Can Be
- Make Things Happen
- Work Together

- 3.10 A major change from the old East Lothian Way is that, whereas the old version had definitions for each behaviour for Leaders, Manager and Staff, the new version only has one set of definitions covering all staff; making it more inclusive and easier to understand.
- 3.11 Another development is that the new version includes definitions / examples of what 'less successful' means for each behaviour and not just what 'successful' looks like. This will assist staff in understanding the behaviours, what is expected of them and what behaviours run counter to what is expected. The 'less successful' definitions will also assist managers to raise or pick up on negative behaviours or poor performance at PRDs and supervision sessions. It is proposed that the PRD guidance will be amended to include the Council Values and new East Lothian Way Behaviours.
- 3.12 Full definitions of the new East Lothian Way behaviours are provided in Appendix 1.

Staff Charter

- 3.13 The Workforce Plan suggested that the Council should adopt a 'Staff Deal' "*which sets out the Council's commitments to support staff and the values and behaviours staff are expected to follow*". This proposal is based on Wigan Council's Staff Deal, which has a signed 'pledge' of 'Our Part' commitments from the Council and a 'Your Part' set of commitments which staff adopt.
- 3.14 The working group has drafted an equivalent Staff Charter for East Lothian Council, which is based on the Council Values, the vision set out in the Workforce Plan and the East Lothian Way Behaviours (Appendix 2).
- 3.15 The Staff Charter will be signed by the Chief Executive and Council Leader on behalf of the Council.

Next Steps

- 3.16 A Branding and marketing campaign around the Values, East Lothian Way and Staff Charter will be initiated, involving various methods such as posters, small leaflets and adverts on the Council intranet to raise awareness and understanding amongst all staff.

4 POLICY IMPLICATIONS

- 4.1 Adoption of Council Values, revised East Lothian Way Behaviours and a Staff Charter fulfil key actions in the Workforce Plan and supports the PRD process for all staff.

5 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none apart from the cost of printing and publication of posters and other ‘campaign’ material which will be contained within existing budgets
- 6.2 Personnel – none.
- 6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: East Lothian Council Values and Behaviours
- 7.2 Appendix 2: East Lothian Council Staff Charter

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DATE	14 th March 2019

East Lothian Council's Values and Behaviours – The East Lothian Way



Our Values

- **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

Our Values and Behaviours – The East Lothian Way

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

Customer Focused

Customers are everyone we provide a service to or support. We put our customers at the heart of everything we do and take responsibility to uphold our Customer Charter.

Initiate and Embrace Change

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

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.

Make Things Happen

We plan and deliver our work effectively, making sure we understand needs and priorities.

Work Together

We work together with and involve our partners, customers and colleagues, building strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect

Customer Focused

Customers are everyone we provide a service to or support. We put our customers at the heart of everything we do and take responsibility to uphold our Customer Charter.

We are successful when:

- We are polite and open in our conversations with others, and about others
- We find solutions with others to help them with their requests/problems
- We do what we say we are going to do, within agreed timescales and to the expected standard
- We welcome feedback and use it to inform service improvements
- We agree realistic expectations and explain decisions

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

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

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

Work Together

We work together with, and involve, our partners, customers and colleagues, building strong and lasting relationships based on understanding, compassion, trust, integrity and mutual respect.

We are successful when:

- We work together with others to solve problems early on, taking time to listen and understand what is needed
- We value our team and are committed to achieving shared goals
- We represent our team, service and ELC in a positive way
- We are respectful of different opinions and the diverse backgrounds of others
- We take responsibility for our wellbeing and care for the wellbeing 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 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

Make Things Happen

We plan and deliver our work effectively, making sure we understand needs and priorities.

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

Initiate and Embrace Change

We embrace the need for change and 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 than 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

East Lothian Council Staff Charter – You Count

Our part:

- Provide strong, honest and visible leadership
- Strive to be an employer of choice
- Recognise your commitment, dedication and hard work
- Care for your health, safety and wellbeing
- Listen to you and your views
- Enable and encourage you to initiate and embrace change and put ideas into action
- Offer opportunities for you to learn and grow
- Motivate and support you to be the best you can be

Your part:

- Work to achieve my full potential
- Be the best I can be
- Listen respectfully and be honest and trusting with colleagues, clients and customers
- Care for my health, safety and wellbeing
- Initiate and embrace change
- Be customer focused
- Work together with colleagues and partners
- Make things happen
- Be proud to work for East Lothian Council, it's citizens and communities