



Values and Behavioural Framework

Draft version, to be replaced
by final document with
graphics etc.

November 2021

What are values?

Values are core to an organisation. They are all about people. They help inform our purpose for everything we do. These are relevant to officers regardless of roles and responsibilities.

Linking values with our corporate objectives will be key to our success. Our objectives are set out under five key priorities (“Brentwood 2025”):

- Growing our economy
- Protecting our environment
- Developing our communities
- Improving housing
- Delivering an effective and efficient council.

Our values

A working group was set up in 2020 to start working on a set of values that represent what it means to be part of “Team Brentwood”. The group was made up of a range of people from across the organisation. The group researched the importance of values, both from a personal and organisation perspective. Over time a wide range of potential values were shortlisted. These were shared with the whole organisation in 2021. Helpful feedback was provided and majority agreement expressed for the proposed values and supporting behaviours.

Our four corporate values are:

- Nurture
- Belong
- Smart
- Dynamic

Each value is underpinned by a behavioural framework, providing an explanation about what the value means and how we might expect people to behave.

What is a behavioural framework?

Behaviours are the way that we act or conduct ourselves, especially towards others. It's about what we do, what we say and how we say it, and how we interact and treat others. Our behaviours can also influence the way we expect to be treated by others.

A behavioural framework helps us to live our corporate values each day. It clearly communicates how we like to do things. This is for current and prospective colleagues, customers and partners. It helps us to work well with each other and what is expected, providing a means to challenge behaviour that does not fit our values.

How do we use values and behaviours?

Our values should be embodied in all that we do each day. Our behaviours reflect the way that we act and treat others. These are relevant across roles, although some additional behaviours are expected of those in leadership and management positions.

More formally, we will use these to review personal progress through each year, through training and development opportunities, and in the recruitment & on-boarding of new officers.

DRAFT

NURTURE

We nurture.

We empower others, courageously building relationships so that we all grow.

We expect to see	We do not expect to see
✓ I support others and their ideas	✗ I blame others
✓ I promote learning and take part in development opportunities	✗ I micromanage people and situations
✓ I demonstrate coaching and mentoring skills	✗ I suppress other people's thoughts and ideas
✓ I empower others by removing blockages and encouraging them to be the best version of themselves	✗ I do not trust people
✓ I take a holistic view of other people's lives	✗ I deny people opportunities to grow
✓ I care for people, look out for their needs and am considerate	✗ I am defensive
✓ I enable others to take risks appropriately	✗ I am aggressive when communicating
✓ I support people who may have made mistakes	✗ I am unnecessarily secretive
✓ I promote independence	✗ I am unwilling to help others
✓ I am self-reflective	
✓ I welcome new responsibilities and want to grow	
I look out for the mental and physical wellbeing of myself and others, including a healthy work/life balance	

BELONG

We belong.

We have purpose and meaning, aware of how each role contributes to the bigger picture of what we are working together to achieve.

We expect to see	We do not expect to see
✓ I celebrate equality and diversity and recognise the strength that they bring	✗ I exclude others
✓ I include people when working or socialising	✗ I resent others
✓ I help build community spirit with colleagues, partners and customers	✗ I do not give recognition to others
✓ I am a team player, allying to people and causes	✗ I do not get involved with projects or people
✓ I am clear about the expectations of my role and the roles of others	✗ I isolate myself from others
✓ I demonstrate a patient and understanding attitude	✗ I do not know how my role fits in with teammates
✓ I trust others and promote integrity, being honest, open and trustworthy	✗ I disregard the feelings of others
✓ I am not afraid to share my own thoughts in a respectful way	✗ I am impatient and overbearing
✓ I have a sense of humour	✗ I am frequently absent from work

SMART

We are smart.

We are a small organisation that punches above its weight, finding innovative solutions to responsibly deliver ambitious priorities.

We expect to see

- ✓ I am flexible
- ✓ I have a progressive mindset
- ✓ I am willing to be bold and creative to solve problems
- ✓ I embrace technology and new ways of working
- ✓ I prioritise tasks in a realistic and honest way
- ✓ I am determined
- ✓ I work hard and get things done
- ✓ I celebrate personal and team successes
- ✓ I am responsive
- ✓ I am a team player, recognising that two heads are better than one
- ✓ I take a professional approach
- ✓ I am proactive, not waiting to be told what to do
- ✓ I pioneer ways to become more efficient

We do not expect to see

- ✗ I say “it won’t work” without positively considering options
- ✗ I can’t consider doing things differently
- ✗ I am resistant to change
- ✗ I always prioritise quick wins over long term goals
- ✗ I am not able to see the full potential of people or ideas
- ✗ I am reckless
- ✗ I am disorganised
- ✗ I procrastinate, inconveniencing others and delaying projects

DYNAMIC

We are dynamic.

We enthusiastically embrace positive change, adapting to meet the needs of each other and our borough.

We expect to see

- ✓ I inspire others and am full of positive energy
- ✓ I recognise the value of change
- ✓ I enthusiastically present ideas and support the ideas of others
- ✓ I have a “can do” positive attitude
- ✓ I have a growth mindset
- ✓ I always aim to be positively moving and evolving
- ✓ I take measured risks
- ✓ I am adaptable and resilient
- ✓ I am spirited in nature
- ✓ I am courageous
- ✓ I am curious and eager to develop new ideas
- ✓ I focus on the customer
- ✓ I am environmentally conscious
- ✓ I value and learn from constructive criticism

We do not expect to see

- ✗ I have a negative approach
- ✗ I am resistant to change and content with the status quo
- ✗ I do not have any stability
- ✗ I allow the fear of change to stifle progress
- ✗ I am not interested in growing and developing
- ✗ I allow my pessimism to negatively affect others
- ✗ I am passive
- ✗ I am constrained by my job description