

# Behaviour Framework

Grade 14 and above leaders

**April 2025**

## Welcome to the Derbyshire County Council Behaviour Framework.

We have four new values that describe who we are and what we stand for at Derbyshire County Council:



**Collaborative** – We listen and engage to deliver shared goals



**Innovative** – We are curious, embrace change and continuously improve



**Empowered** – We support, trust and value each other



**Accountable** – We hold ourselves and others to account

Last year's Competency framework has been refreshed in line with the new values and replaced with a new Behaviour Framework.

These 8 behaviours are the ways in which we demonstrate our values. The framework sets out what we expect in terms of **how** we go about our work, while our goals describe **what** we do.

Our 8 behaviours are:

1. Communicate and influence
2. Collaborate and partner
3. Change and improve
4. Make effective decisions
5. Develop ourselves
6. Develop our teams
7. See the bigger picture
8. Customer and outcome focused

We will continue to have two frameworks to support Grade 14+ senior leaders and Grade 13 and below leaders. Each behaviour has guidance indicators for 'below', 'meets' and 'exceeds' expectations, to support performance management and development conversations.

Some leaders are members of professional bodies and therefore have professional competencies they must adhere to. In many cases, they must demonstrate they meet the requirements annually. Professional competency frameworks are about demonstrating technical competence, whereas the Behaviour Framework focuses on behaviours. Leaders will use elements of both, where appropriate, when completing their PDR.

Each behaviour aligns to one of the four values.



**Collaborative** – We listen and engage to deliver shared goals

**Communicate and influence** – We actively listen and communicate, influence others to take action, whilst supporting and respecting the needs and contributions of others.

**Collaborate and partner** – We work together as one council, alongside our partners to build trust, share information and resources.



**Innovative** – We are curious, embrace change and continuously improve

**Change and improve** – We actively seek opportunities to continuously improve, use digital technology, review our processes, monitor progress, and embrace change.

**Make effective decisions** – We use data insight and engage others to consider options, implications, risks, and best practices, to inform our evidence-based decisions.



**Empowered** – We support, trust and value each other

**Develop ourselves** – We welcome feedback, self-reflect, seek learning opportunities, and inspire others by role modelling our values.

**Develop our teams** – We are a high performing team who define success, work together, foster inclusivity and build resilience.



**Accountable** – We hold ourselves and others to account

**See the bigger picture** – We align our objectives with the council's vision and outcomes to deliver results, while considering the broader environment in which we operate.

**Customer and outcome focused** – We put customers and residents first, taking responsibility for the actions we need to take to deliver better outcomes.

## The benefits of a behaviour framework

The framework is a key part of our Performance Development Review (PDR) and supports **how** we deliver our goals through the behaviours we demonstrate by:

- Providing a common understanding and shared language across the council when we talk about people's behavioural performance
- Providing individuals with an indication of the behaviours that are valued and recognised, and therefore a greater degree of consistency as we are using the same set of behaviours
- Supporting individuals and their line managers to have a more focused development discussion – helping to identify individual strengths, potential for progression, and role models of excellent performance
- Supporting individuals and their line managers to have a robust performance management discussion – helping to identify examples where performance is below what is expected and what needs to be different to achieve expected performance
- Helping to identify learning and development needs, making it easier to give constructive feedback and enabling development to be targeted where it will be most effective
- Providing visibility of the behaviours required across the organisation to support transformation and improvement, culture change, workforce planning, career development, internal development opportunities and recruitment

In the longer term the framework will be applied to a variety of people management processes, and it will enable us to easily and clearly identify the behaviours that will help us deliver our strategic priorities and drive successful performance.

## Collaborative – We listen and engage to deliver shared goals

**Communicate and influence** – We actively listen and communicate, influence others to take action, whilst supporting and respecting the needs and contributions of others.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• I struggle to clearly articulate the Council Strategy and vision and often fail to communicate in a simple, efficient or consistent manner, and do not always follow up to ensure understanding</li><li>• I don't consistently or clearly communicate strategic priorities or wider operating context</li><li>• I do not encourage a culture of open communication and honesty as I often appear uninterested in listening to feedback or concerns</li><li>• I fail to demonstrate empathy or understanding and rarely provide opportunities for collaboration or sharing of ideas, leading to siloed communication</li><li>• I allow my own views to be distorted or influenced inappropriately by others</li><li>• I struggle to influence have difficulty managing resistance to change or different viewpoints, allowing conflicts to escalate</li><li>• I avoid, or mishandle conflict and lack skills to mediate disputes effectively, often reacting emotionally</li></ul>	<ul style="list-style-type: none"><li>• I regularly communicate the wider strategic objectives, link them to the Council Plan, and effectively communicate, plan and support the team to prepare for change</li><li>• I communicate and present complex communications in a clear and inspiring way, linking goals to wider strategy, using a variety of techniques</li><li>• I engage with senior leaders and teams across departments, listening to various perspectives and concerns, facilitate discussions and integrate feedback</li><li>• I communicate honestly, with integrity and objectivity across the teams and wider Council and guide my teams to act in the same way</li><li>• I influence colleagues and wider stakeholders across the council to be motivated, deliver at pace, whilst leading change</li><li>• I am comfortable to have challenging conversations, handle complex organisational conflicts, anticipate potential conflicts and foster collaboration to maintain high performing teams</li></ul>	<ul style="list-style-type: none"><li>• I anticipate future changes within and outside the Council and empower the team to be prepared for future changes</li><li>• I deliver complex communications with clarity, anticipating and addressing concerns before they arise and tailor communication to the needs of different audiences</li><li>• I demonstrate active listening skills, create open dialogue, engage with stakeholders at all levels to deeply understand their concerns, motivations and perspectives, integrating feedback to wider plans</li><li>• I communicate honestly, with integrity and objectivity across the teams, the wider Council and externally, guiding others to act in the same way</li><li>• I work across organisational boundaries, influencing others to align with long-term strategic goals, inspire and motivate others to take ownership of goals, whilst navigating complexities and multiple interests</li><li>• I proactively identify potential sources of conflict and address them before they escalate, using a strategic approach to conflict resolution by turning conflict into opportunities for collaboration, offering my insight to others</li></ul>

**Collaborate and partner** – We work together as one council, alongside our partners to build trust, share information and resources.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I work in isolation, fail to work across different teams or Departments and am not seen to be confidently driving collaboration or a One Council approach</li> <li>• I form one sided partnership arrangements that only benefit the Council and do not encourage employees to take a collaborative approach</li> <li>• I display limited knowledge and understanding of key challenges that partners face and do not consider the Council's role in how we might support to overcome these</li> <li>• I fail to demonstrate consistent efforts to be visible, approachable and engaged with the team. The result is a leadership style that creates a barrier to trust building and open communication</li> <li>• I share limited information and/or resources outside of my team</li> <li>• I do not create and maintain professional networks</li> </ul>	<ul style="list-style-type: none"> <li>• I facilitate collaborative and cross functional working with stakeholders, as one council across teams, avoiding silo thinking, by developing strong working relationships to deliver council and service plans</li> <li>• I promote co-operation and collaboration when driving partnership working, demonstrate a strategic awareness of the challenges faced, facilitating the delivery of plans and solutions</li> <li>• I am a visible and approachable leader and cultivate a strong sense of trust and reliability between myself and my team members, peers and across Departments</li> <li>• I have a network of professional relationships, and I actively share information, resources and best practices with the Department</li> </ul>	<ul style="list-style-type: none"> <li>• I establish a common vision to motivate others to work collaboratively and cross functionally as one council to establish and maintain a strong diverse network, across the Council and beyond</li> <li>• I initiate and maintain strategic partnerships, understand their pressures and ensure we are working together towards a common goal, facilitating the delivery of plans and solutions for the Council</li> <li>• I am a visible and approachable leader and cultivate a strong sense of trust and reliability with individuals and key stakeholders within and outside of the Council</li> <li>• I foster the exchange of information, resources, and knowledge of best practices across Departments and with external organisations</li> </ul>

## Innovative – We are curious, embrace change and continuously improve

**Change and improve** – We actively seek opportunities to continuously improve, use digital technology, review our processes, monitor progress, and embrace change.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I tend to not take account of new and innovative ways of working to improve the customer experience and or achieve optimal resource efficiency</li> <li>• I do not take the time to consider strengths in current ways of working, asking for input from the team or other stakeholders</li> <li>• I have a single-minded approach when listening to others contribute, dismissing innovative ways of working and solutions, failing to consider the benefits gained</li> <li>• I have a tendency not to evaluate, review and monitor the effectiveness of actions and their impact on goals sets for the team or impact on the wider organisation</li> <li>• I tend not to actively speak up and address issues directly when something is not right, or do so in a constructive and respectful manner</li> <li>• I create a controlled environment for risk taking and responsive decision making – showing an intolerance for mistakes</li> <li>• I tend not to or rarely use digital technology to improve access, efficiency and the overall customer experience, ensuring processes and systems work as well as they can, and don't proactively seek new knowledge and ideas</li> <li>• I fail to take responsibility for leading organisational or team change and seem unaware of the impact of change on others</li> </ul>	<ul style="list-style-type: none"> <li>• I am curious, will ask questions, understand current strengths and be open to new ways of working</li> <li>• I am solution focused, stay open to new ideas and perspectives, encourage others ideas, energising others and fostering a culture where individuals feel comfortable sharing their ideas, adjusting plans accordingly</li> <li>• I evaluate, review and monitor the effectiveness of actions and their impact on the organisation, ensuring success measures are met and integrated within Performance Reviews and Council review methods</li> <li>• I actively speak up and address issues directly when something is not right, and do so in a constructive and respectful manner</li> <li>• I challenge the status quo in all my interactions within and outside of my own department to achieve value adding improvements and change</li> <li>• I use digital technology to improve access, efficiency and the overall customer experience, ensuring processes and systems work as well as they can, seeking new knowledge and ideas</li> <li>• I lead change effectively and ensure that structures and resources are in place, actively involve teams in the change process, promote a growth mindset, ensure buy-in, and ownership</li> <li>• I follow through on change to ensure it is fully embedded in the organisation, the benefits are realised, and lessons learnt for future change</li> </ul>	<ul style="list-style-type: none"> <li>• I actively seek out internal and external best practice beyond my own area of responsibility and lead improvements and initiatives that drive innovation and transformation across the Council</li> <li>• I lead and drive a culture of innovation, flexibility and responsiveness, both within my own team and across the Council, ensuring that developments are consistent with the Council's mission, values and strategy</li> <li>• I can clearly evidence where I have exceeded set success measures and that of my team, demonstrating organisation wide impact in terms of results and success</li> <li>• I challenge the status quo and accepted assumptions at the highest levels, both across the Council and in wider partnerships</li> <li>• I lead by example and have the confidence to take calculated risks to change how things are done, whilst fully considering and communicating the impact of change on culture, wider Council structures, partnerships and service delivery</li> </ul>



**Make effective decisions** – We use data insight and engage others to consider options, implications, risks, and best practices, to inform our evidence-based decisions.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I am unable to gather, analyse, evaluate and present data from various sources, which leads to indecisiveness and lack of guidance for the rest of the team</li> <li>• I rely on others to take responsibility, and I constantly change decisions based on new information or challenges</li> <li>• I do not demonstrate the ability to clearly anticipate future problems or risks, and therefore do not and put appropriate strategies in place</li> <li>• I take decisions without following council protocols or process, and fail to take responsibility for decisions made</li> <li>• I make decisions that offer less resistance or risk to myself rather than decisions that are best for the Council</li> </ul>	<ul style="list-style-type: none"> <li>• I gather, analyse and evaluate data from various sources to identify the pros and cons, identify risks to present reasonable conclusions and make well informed decisions, guiding my teams to do the same</li> <li>• I encourage new and innovative insights from others to enable myself, the teams and Department to make timely and effective decisions, reflecting user needs, and resource availability</li> <li>• I articulate options, implications, risks, and best practices, recommending pragmatic solutions, to seek the best outcome for the organisation</li> <li>• I make timely and confident decisions strategically to move things forward</li> </ul>	<ul style="list-style-type: none"> <li>• I present reasonable conclusions from a wide range of complex evidence and data and can make well informed decisions with those internal and external to the Council</li> <li>• I navigate and balance a wide range of political and national pressures, sharing strategic insights and knowledge to help others make decisions which shape strategy and priorities</li> <li>• I effectively identify and evaluate options, implications, risks, and best practices, driving Council wide strategies to manage and mitigate risks and share my knowledge</li> <li>• I make bold, confident decisions at a strategic level across a broad range of complex areas</li> </ul>

## Empowered – We support, trust and value each other

**Develop ourselves** – We welcome feedback, self-reflect, seek learning opportunities, and inspire others by role modelling our values.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I tend not to welcome feedback and fail to create an open communicative environment where team members feel comfortable sharing their thoughts or concerns</li> <li>• I do not take actionable steps as a result of feedback</li> <li>• I do not regularly evaluate my own actions, decisions and leadership style, as a result I tend not to adapt my approach, learn from mistakes or recognise areas for development</li> <li>• I do not take personal responsibility for improving own or supporting continuous development for own service area or wider areas of the Council, resisting new approaches, ways of working or new experiences that could foster growth</li> <li>• I do not set a positive example through my actions and fail to demonstrate the Values or a level of professionalism I expect from others, which impacts on others drive to be successful</li> <li>• I do not recognise the importance of my own wellbeing or take steps to prioritise and model it</li> </ul>	<ul style="list-style-type: none"> <li>• I actively model our behaviours across our organisation, department and team, seeking and valuing feedback from my teams and wider colleagues and take actionable steps as a result</li> <li>• I consistently take the time to evaluate my own actions, decisions and leadership style, to help me make more informed decisions, adapt my approach to effectively deliver our services</li> <li>• I actively seek new knowledge, skills and experiences to pursue continuous personal and professional growth to enhance my leadership effectiveness, utilising the learning and development options available to me</li> <li>• I role model our values and behaviours, supporting and energising my teams to build confidence in their ability to deliver outcomes and continuously learn and develop</li> <li>• I recognise the importance of my own well being and take steps to prioritise and model it</li> </ul>	<ul style="list-style-type: none"> <li>• I create a feedback driven culture where open communication, mutual respect and continuous improvement are encouraged, and feedback is regularly exchanged at all levels within and external to the Council</li> <li>• I consistently engage in self-reflection to assess my own leadership behaviours, decisions and impact and seek to understand how my own strengths and development needs affect teams and the wider organisation</li> <li>• I continuously develop my skills and take on new challenges, taking on new higher-level responsibilities, which will push me to grow and develop new leadership capabilities, engaging in professional development or informal learning experiences such as networking or mentorship</li> <li>• I act in ways that are highly visible, inspirational and credible, across and outside of the organisation, role modelling our values and behaviours with energy and drive to inspire others</li> </ul>

**Develop our teams** – We are a high performing team who define success, work together, foster inclusivity and build resilience.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I set unrealistic or uninspiring goals which lack clarity around expected outcomes, and puts an overly strong focus on achieving tasks</li> <li>• I expect people to perform with enthusiasm without giving support and encouragement</li> <li>• I fail to recognise or challenge poor team or organisational performance</li> <li>• I have a tendency not to delegate authority, trust team members with decision making or provide the necessary resources and support for the team to take initiative</li> <li>• I do not promote an environment where team members learn from individual and collective successes and setbacks</li> <li>• I take the credit for others' achievements or fail to celebrate individual or team successes, which adversely impacts motivation</li> <li>• I display little appreciation of the value of different contributions and perspectives and fail to foster an environment where all employees feel valued, able to speak up, respected and supported</li> <li>• I have failed to increase my own and the teams understanding and confidence of Equality, Diversity and Inclusion to further enhance the Council's inclusive culture</li> <li>• I do not create an environment where individuals promote and role model employee well-being and self-care</li> <li>• I fail to prepare and support teams to cope with challenges and setbacks and do not foster a culture of adaptability and problem-solving, which impacts on performance and morale</li> </ul>	<ul style="list-style-type: none"> <li>• I drive a high-performance culture, by leading and coaching across teams with clear direction and goals, ensuring they understand expectations and foster a culture of trust</li> <li>• I empower others to perform by setting clear direction to enable others to interpret competing priorities, delegate responsibility with trust, promoting growth and development, holding others responsible in a supportive and fair manner</li> <li>• I coach and support others to set and achieve challenging goals for themselves, offer clear and constructive feedback, recognise strengths and development areas, coaching and supporting, and manage any performance concerns</li> <li>• I promote an environment where team members learn from individual and collective successes and setbacks</li> <li>• I lead and champion the importance of recognition, celebrate individual and team success across the organisation, ensuring individuals feel valued, reinforcing positive behaviours</li> <li>• I have built trust and credibility as a leader, and promote a working environment where everyone feels valued, able to speak up, respected and supported</li> <li>• I have increased the teams understanding and confidence of Equality, Diversity and Inclusion to further enhance the Council's inclusive culture</li> <li>• I create an environment where individuals promote and role model employee well-being and self-care</li> <li>• I demonstrate a high level of personal drive and resilience with a commitment to support others and promote this through being open and honest about challenges and the actions required to address unexpected developments</li> </ul>	<ul style="list-style-type: none"> <li>• I foster and sustain teams that consistently deliver exceptional results, have a growth mindset, and push beyond standard expectations</li> <li>• I develop and maintain an organisational commitment to achieving success and problem solving, proactively fostering a culture of accountability</li> <li>• I motivate and inspire others to perform to their best, proactively coach and support others to set and achieve challenging goals for themselves, offering growth opportunities, supporting colleagues and peers within and across the Council, where applicable</li> <li>• I proactively engage with and champion recognition across the organisation, sharing best practice, utilising talent initiatives and celebrating our organisation wide individual and team successes, creating a culture where recognition feels varied and tangible</li> <li>• I proactively promote and lead on the Council's Equality, Diversity and Inclusion strategy at all levels of the organisation to generate a positive and inclusive environment, and take a stance on and contribute to wider environment policy</li> <li>• I demonstrate high levels of personal drive and resilience, driving a culture of supporting and developing others, championing wellbeing initiatives and sharing best practice with and from other organisations</li> </ul>

## Accountable – We hold ourselves and others to account

**See the bigger picture** – We align our objectives with the council's vision and outcomes to deliver results, while considering the broader environment in which we operate.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I set strategies that do not tie in with the Council's overall vision, outcomes and strategy</li> <li>• I fail to encourage others to think of the longer term and wider implications of actions</li> <li>• I provide unclear leadership and direction and have set strategies for the organisation that do not align with the overall vision or strategic priorities</li> <li>• I have not delivered the required results</li> <li>• I do not have a broad understanding of the internal and external environment, the wider issues we currently face as a Council, and as a result am unable to embed my knowledge in team plans</li> <li>• I do not understand local and national political agendas, am unable to engage successfully with key political decision-making processes, fail to understand political sensitivities or retain non-political objectivity</li> <li>• I have not maximised the potential of the team by making others accountable for their goals or failed to consistently provide guidance and support for all team members</li> <li>• I have not conducted fair and open performance discussions or supported underperforming team members</li> </ul>	<ul style="list-style-type: none"> <li>• I understand and advocate the Council Vision, Outcomes and Strategy, translate into a team plan, understand challenges and opportunities, ensure team goals are aligned, and each team member understands how their work contributes</li> <li>• I provide clear leadership and direction for the development and delivery of a sustainable strategy and plan, understand the synergies across departments, delivering services within budget</li> <li>• I have a broad understanding of the internal and external environment, and the wider issues we currently face as a Council, and embed my knowledge in team plans</li> <li>• I understand local and national political agendas, and engage with key political decision-making processes, acknowledging political sensitivities whilst retaining non-political objectivity</li> <li>• I recognise the diverse interest of stakeholders, including Cabinet members, keep them informed and constructively challenge when appropriate to do so</li> <li>• I lead through others, maximizing the potential of my team by making others accountable for their goals, whilst guiding and supporting their decisions</li> </ul>	<ul style="list-style-type: none"> <li>• I demonstrate long-term strategic thinking – anticipating future trends, emerging opportunities, and threats, challenging when needed and offer solutions, contributing to the development of strategic plans</li> <li>• I inspire others by setting a compelling vision and strategy, provide strong leadership and direction, and deliver above expectations which is evidenced through feedback and results</li> <li>• I have an in depth understanding of the internal and external relevant issues we are facing as Council, using this to shape service delivery</li> <li>• I appreciate and act on challenges between Cabinet members strategic and policy setting roles, and operational responsibilities</li> <li>• I keep stakeholders, such as elected members, appropriately briefed and offer clear and accurate advice to them highlighting benefits, risks and implications</li> <li>• I have created a culture through all interactions where accountability is expected at all levels across the organisation and with external partners</li> </ul>

**Customer and outcome focused** – We put customers and residents first, taking responsibility for the actions we need to take to deliver better outcomes.

Below expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"> <li>• I am unable to prioritise effectively when competing demands are present, providing little or no clear direction for my team or the organisation</li> <li>• I fail to understand or adhere to legal, regulatory or security requirements, or build diversity and quality considerations in to team plans</li> <li>• I overlook or dismiss customer needs, concerns or feedback</li> <li>• I do not act fairly, with transparency or honesty when making decisions</li> <li>• I do not or encourage my team to seek solutions that support customers and residents</li> <li>• I do not have a clear understanding of the end-to-end customer journey and communicate this clearly across all levels of the organisation, and do not inform teams how their role impacts the customers experience or listen to their feedback</li> <li>• I fail to regularly seek customer resident input when making decisions, resulting in solutions that don't fully meet customer or resident needs</li> <li>• I work independently to find solutions and fail to consult more broadly</li> <li>• I am not proactive in reallocating workloads, resources and priorities to adjust to changing or conflicting demands</li> <li>• I fail to engage with individuals and teams to emphasise that they represent the council in all their actions, providing them with a clear understanding of the broader context in which they operate</li> </ul>	<ul style="list-style-type: none"> <li>• I prioritise service delivery with clearly managed team plans, which are delivered on time, are high quality and are cost effective, in line with the established needs of the service users and stakeholders</li> <li>• I ensure adherence to legal, regulatory and security requirements and build diversity and quality considerations into plans</li> <li>• I build trust by acting fairly, transparently and with honesty, always considering customer requirements when evaluating situations and making ethical decisions on behalf of the organisation</li> <li>• I have a clear understanding of the end-to-end customer journey and communicate this clearly across all levels of the organisation, ensuring all teams understand how their role impacts the customers experience, listening to their feedback</li> <li>• I establish service user, customer and stakeholder needs by consulting broadly and seeking their feedback</li> <li>• I create regular opportunities for stakeholders to be involved in improving outcomes</li> <li>• I proactively reallocate workloads, resources and priorities, reacting and adjusting to changing or conflicting demands within and outside the organisation, considering where the greatest impact will be</li> <li>• I engage with individuals and teams to emphasise that they represent the council in all their actions, providing them with a clear understanding of the broader context in which they operate</li> </ul>	<ul style="list-style-type: none"> <li>• I work across the organisation to ensure that the services provided meet the needs of service users and stakeholders</li> <li>• I lead and prioritise service delivery, working collaboratively with key stakeholders to strive to deliver the plan, on time, high quality and cost effective</li> <li>• I lead the organisation by setting the highest standard in upholding integrity and ethical behaviour and strengthen the organisations reputation externally</li> <li>• I have gone above and beyond to involve service users, stakeholders and customers are ensure they are actively involved in playing a role in developing Council strategy and outcomes</li> <li>• I manage the risks that come with moving forward when the outcome isn't certain and adapt quickly to changing internal or external conditions, proactively working to address and adapt to future challenges</li> </ul>