Behaviour Framework

Grade 13 and below leaders who line manage others

April 2025

DERBYSHIRE
County Council

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
- I struggle to clearly articulate expectations, leading to confusion or misunderstanding, without asking follow-up questions to ensure understanding - I do not tailor my communication approach accordingly - I fail to provide sufficient context for tasks, providing inconsistent messaging which may lead to misalignment across teams - I do not provide regular updates to the team and feedback on how we are performing - I often fail to actively listen to colleagues, dismissing concerns without fully understanding issues and missing opportunities for improvements - I do not always encourage open dialogue or feedback so colleagues may feel unheard or not valued - I struggle to influence or motivate the team, by failing to communicate any benefits - I avoid addressing conflicts or differences of opinions, often making decisions without addressing underlying issues	- I communicate strategy and plans with clarity and enthusiasm, tailor my communication accordingly, and provide regular updates and feedback - I ensure effective and open communication, ensuring information is understood, by clarifying through follow up questions - I actively listen to colleagues to understand their challenges and provide appropriate feedback or solutions, address concerns, respect the needs of, and invite the opinions of others - I communicate honestly, with integrity and objectivity and guide my team to act in the same way - I influence those I lead and work with to be motivated, deliver at pace, whilst leading change - I am comfortable having challenging conversations and proactively managing day to day conflicts to support collaboration and maintain a high performing team	- I define and communicate an inspiring vision for the future and regularly communicate the wider strategic objectives behind decisions, linking them to the Council Plans, and effectively preparing the team for any required changes - I communicate and present complex communications in a clear and inspiring way, linking goals to wider strategy, using a variety of techniques - I actively listen to concerns of senior leaders and teams across departments, facilitating discussion and two-way communication, feeding back where appropriate - I communicate honestly, with integrity and objectivity across the teams and wider Council and guide my teams to act in the same way - I influence colleagues and wider stakeholders across teams to be motivated, deliver at pace, whilst leading change - I am comfortable to have challenging conversations, handle complex organisational conflicts, anticipate potential conflicts and fostering collaboration to maintain high performing teams

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
• I build relationships with limited contacts, or those from local or similar stakeholder groups • I operate in 'silo' in my attitude or approach and fail to develop strong working relationships with others within or outside of the team • I have limited awareness of challenges that partners face and have not proactively asked to understand their perspective • 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 • I do not readily share information, resources and best practices with the team	• I facilitate collaborative and cross functional working with stakeholders, as one council across teams, avoiding silo thinking, by developing strong working relationships • I promote co-operation and collaboration when driving partnership working and demonstrate an awareness of the challenges faced by key partners and how they inter-relate • I am a visible and approachable leader, cultivating a strong sense of trust and reliability between myself and my team members and peers • I readily share information, resources and best practices with the team	• 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 • 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 • 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 • I have a network of professional relationships, and I actively share information, resources and best practices with the Department

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
- I repeat mistakes and overlook lessons learned from the past - I tend to resist new approaches, ways of working or new experiences that could foster growth, preferring to use my own approach regardless of whether it is the best outcome - I do not regularly monitor progress against goals, and fail to take appropriate actions to deliver results - I am unflexible and unresponsive to the changing demands of the situation - 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 - 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 - I do not lead team change effectively and do not consider the impact change may have on the team, individuals or service users	- I am curious, will ask questions, understand current strengths and be open to new ways of working - 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 - I evaluate and track the effectiveness of actions within my team, discussing and evidencing progress in Performance Reviews and using other Council review methods to evaluate success and impact - I actively speak up and address issues directly when something is not right, and do so in a constructive and respectful manner - I am comfortable to challenge the status quo in own team and related areas to achieve value adding improvements and change - 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 - I lead change effectively and actively involve the team in the change process, promote a growth mindset and ensure buy-from the team - I follow through on change to ensure it is fully embedded in the organisation, the benefits are realised, and lessons learnt for future change	- I act as a 'change champion', promoting and endorsing organisational and team innovation encouraging others to be curious in their approach - I will stay open to new ideas and perspectives and encourage others' ideas within the team, energising others and fostering a culture across teams where individuals and other leaders feel comfortable sharing their ideas, adjusting plans accordingly - I can provide clear examples where I have gone above and beyond to measure success and impact of the teams actions, which is then demonstrated through results received - I provide constructive challenge to senior management on change proposals, outline benefits, risks and implications and clearly explain my reasoning - I lead by example during times of change, inspire and invite others to participate in the change journey, and act as a sponsor to turn innovative ideas into actions

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
• I seek extensive clarity when faced with complex and ambiguous data, and consider only simple or straightforward evidence, taking decisions without regard for the context or risk • I involve only those in their peer group or direct reporting line in decision making • I share decisions in a way that leads to frustration and increases workload for others • I put off making risk-based decisions decisively despite having the relevant information available to me • I take decisions without regard for the context, organisation risk, alignment with wider agendas or impacts	• I gather, analyse and evaluate data from various sources to identify pro's, con's and identify risks to present reasonable conclusions and make well informed decisions, guiding my team to do the same • I encourage new and innovative insights from others to enable myself and the team to make timely and effective decisions • I consider options, implications risks, and best practices, making decisions when they are needed, even if they prove difficult • I recognise the scope of my own authority for decision making and enable my team to make decisions	• I excel at gathering, analysing and evaluating data to identify pro's, con's and identify risks to present reasonable conclusions and make well informed decisions, guiding teams to do the same • I excel at encouraging new and innovative insights from others to make timely and effective decisions, reflecting user needs and resource availability • I articulate options, implications, risks, and best practices, recommending pragmatic solutions, to seek the best outcome for the organisation • I enable employees to come up with proposals and recommendations whilst supporting / challenging them appropriately

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
- I tend not to welcome feedback, finding it difficult to have input from others - I do not create an open communicative environment where team members feel comfortable sharing their thoughts or concerns - I fail to 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 - I avoid providing individuals with opportunities to learn and develop - I do not set a positive example through my actions and fail to demonstrate our values and a level of professionalism, which impacts on the drive and commitment of others - I do not recognise the importance of my own wellbeing or take steps to prioritise and model it	- I actively model the behaviour of seeking and valuing feedback from my team and wider colleagues, and take actionable steps as a result - I regularly take the time to evaluate my own actions, decisions, and leadership style, to help me make more informed decisions, adapt my approach and better support my own and the teams needs and goals - 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 - I role model and promote our values and behaviours, supporting and energising teams to build confidence in their ability to deliver outcomes and continuously learn and develop - I recognise the importance of my own wellbeing and take steps to prioritise and model it	- I create a feedback driven culture where open communication, mutual respect and continuous improvement are encouraged, and feedback is regularly exchanged at all levels - 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 my teams and those who I interact with - 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 - I align my actions with our Council values and behaviours, and ensure they are deeply embedded into leadership practices, role modelling energy and drive to inspire others

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
• I do not drive a high-performance culture, clarify priorities or set clear goals, which impacts on team and individual performance • I do not delegate authority or provide the necessary resources and support for the team to take initiative • I expect people to perform with enthusiasm without giving the support and encouragement needed • I do not promote an environment where team members learn from individual and collective successes and setbacks • I take the credit for others' achievements • As a team we do not celebrate individual or team successes, which adversely impacts motivation • 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 • I have not increased my own and my teams understanding and confidence of Equality, Diversity and Inclusion to further enhance our inclusive culture • I do not create an environment where individuals promote and role model employee well-being and self-care • I have not prepared and supported the team or individuals to effectively cope with challenges and setbacks and do not foster a culture of adaptability and problem-solving	• I drive a high-performance culture within own area, by leading my team with clear direction and goals, ensuring they understand expectations, and foster a culture of trust • I empower others to perform within their role and where appropriate delegate responsibility with trust, promoting growth and development, holding others responsible in a supportive and fair manner • I coach and support individuals to set and achieve SMART goals, offer clear and constructive feedback, recognise strengths and development areas, coaching and supporting and effectively managing any performance concerns • I promote an environment where team members learn from individual and collective successes and setbacks • I promptly and consistently celebrate individual and team success, ensuring individuals feel valued, reinforcing positive behaviours • 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 • I have increased my own and teams understanding and confidence of Equality, Diversity and Inclusion to further enhance our inclusive culture • I create an environment where individuals promote and role model employee well-being and self-care • I demonstrate personal drive and resilience, recognising how individuals may respond to change, consider the impact on wellbeing, and offer support where needed, helping others to build resilience	• I build high performing teams that work autonomously, deliver results independently, have a growth mindset and push beyond standard expectations • I develop and maintain individual and team commitment to achieving success and problem solving, proactively fostering a culture of accountability • I 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 • I lead and champion recognition and celebrate individual and team successes, across the organisation • I proactively promote 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 • I demonstrate resilience and adaptability in the face of challenges, finding ways to meet goals in challenging circumstances and offer support to others where needed, championing wellbeing initiatives

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
- I fail to understand the Council's Vision, Outcomes and Strategy, do not translate this into a clear team plan and have not supported the team to understand how their work contributes - I provide unclear leadership and direction, do not have robust strategic plans aligned to the Council Plan, and have not delivered required results - I do not have a good understanding of the internal and external environment, the wider issues we currently face as a team, and as a result am unable to share this knowledge with others - I have limited understanding of local government political context, drivers, and the needs of different audiences. - I am unable to identify all the relevant stakeholders within and external to the Council, and have therefore not engaged appropriately - I have not completed all performance development reviews for my team within a timely manner - I have not conducted fair and open performance discussions or have failed to support underperforming team members where applicable	- I understand the Council's Vision, Outcomes and Strategy, translate into a team plan, ensure team goals align, and each team member understands how their work contributes - I provide clear leadership and direction, have robust strategic plans aligned to the Council Plan, delivering services within budget - I have a good understanding of the internal and external environment, and the wider issues we currently face as a team, and ensure others have the same understanding - I understand local government political context and drivers and the needs of different audiences. - I identify key people within and external to the Council and engage appropriately, acting as an ambassador for the Council and the County - I hold myself and the team to account and engage with the performance development review process to set clear objectives and review progress - I conduct fair and open performance discussions, supporting those who are underperforming - I lead through others, maximizing the potential of my team by making others accountable for their goals, whilst guiding and supporting their decisions	- I demonstrate long-term strategic thinking – anticipating future trends, emerging opportunities, and threats, challenging when needed and offer solutions - I inspire others, provide strong leadership and direction for the development and delivery of a sustainable strategy and plan, and deliver above expectations which is evidenced through feedback and results - I have a broad understanding of the internal and external relevant issues we are facing as a Council, and proactively input to wider plans - I have some understanding of local and national political agendas, key political decision-making processes and appreciate the experiences, perspectives and constraints of Cabinet members - I have a more in-depth understanding of the views of stakeholders on key issues and am able to constructively challenge when appropriate to do so - I have created a culture through all interactions where accountability is expected at all levels across the organisation and with external partners, and I constructively challenge where appropriate

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
- I focus on delivering the task to the exclusion of meeting customer or resident requirements and needs - I fail to communicate or effectively implement service delivery plans for our area of responsibility - I tend to allow service delivery to lose momentum and focus and have no contingencies in place - As a team we have failed to adhere to legal, regulatory and security requirements, or built diversity and quality considerations into plans - 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 - I do not build trust by acting fairly, transparently and with honesty, am not committed to ethical decision-making, putting customers and residents first - I do not consider or involve customers and residents when evaluating and executing service delivery plans - I am inflexible when things change within a set plan - I fail to engage with individuals and teams to emphasise that they represent the council in all their actions	- I make clear, pragmatic and manageable plans for delivery, putting the customer and residents needs first - I ensure adherence to legal, regulatory and security requirements and build diversity and quality considerations into plans - I have a clear understanding of the end-to-end customer journey at every touchpoint, and I communicate and discuss this with my team, listening to their feedback - I build trust by acting fairly, transparently and with honesty, am committed to ethical decision-making, putting customers and residents first and take responsibility for team successes and failures - I work collaboratively with service users, customers and stakeholders to manage, monitor, deliver and improve - I create regular opportunities for my team to be involved in improving outcomes - I plan, reassess workloads, resources and priorities, address concerns and adapt to changing or conflicting demands from stakeholders - 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	- I excel at putting customers and residents first and deeply understand the needs and satisfaction of the people we serve, ensuring that every decision, process and interaction is focused on providing value and enhancing the experience of residents or customers - I lead my teams with integrity, consistently modelling ethical behaviour and encouraging transparency and honesty, building trust across the organisation - I actively seek out service users, customers and stakeholders for feedback to inform future requirements within my team and use this feedback to shape plans - I am adept at evaluating competing demands and identifying projects or areas which have the highest impact, ensuring resources are directed to where they are most needed, proactively working with senior leaders to address challenges