

Position Description

Position Title	Team Leader – Library Customer Experience
Directorate	Community Strengthening
Department/Business Unit	Creative and Engaged City
Team	Libraries
Classification	Band 6
Date	April 2025
Reports to:	Library Operations Coordinator
Supervises:	Library Services Officers (Programs and Support) and Library Services Officers
Internal Liaison:	Library staff and Library Leadership Team, Creative and Engaged City staff and other Community Strengthening staff, Organisational Development, Information Technology, Records and Community Development, Building Maintenance, all Council staff
External Liaison:	Library users, community members, Public Libraries Victoria, State Library of Victoria, service providers, specialist trainers, community groups and organisations, professional colleagues, networks and organisations

Position Objectives

The primary purposes of this position are to:

- Develop, lead and maintain a team who celebrate an outstanding library user experience
- Lead initiatives that develop and enhance a library users' experiences
- Supervise effective and efficient front-line library services which address community needs
- Lead, train and motivate the front-line team to provide a responsive and flexible community focussed service
- Provide specialist advice for the development of programs and services that focus on developing the skills of the community and the library team

Key Selection Criteria

These essential qualifications (or experience), knowledge and skills are needed to carry out this position

- Degree or diploma in Librarianship / Information & Knowledge Management with some relevant experience and/or lesser formal qualifications and substantial relevant experience in management commensurate with the position
- Demonstrated ability to lead and motivate team members and colleagues, communicating in a collaborative and cooperative manner, including the ability to consult, advocate, liaise and effectively coach a diverse range of people
- Demonstrated experience in successful program and project delivery using defined operational workflows including the successful collaboration with others to achieve project outcomes
- Experience in customer service provision to people from culturally and linguistically diverse backgrounds
- Demonstrated experience in service development in a Library environment, including the commitment to positive continuous improvement and innovation
- Demonstrated ability to keep abreast of current library trends as well as effectively network and liaise with a range of internal parties, corporate, government and community agencies and individuals

As part of the Key Selection Criteria, you must hold and supply these licences, registrations, certificates, etc., prior to offer of employment and commencement and continue to maintain them throughout your employment in this role with Council:

- ☒ satisfactory (and ongoing) Working with Children's Check
- ☒ satisfactory (and ongoing) Police Check
- ☒ current valid (and ongoing) Victorian Driver's Licence
- ☒ ongoing First Aid and CPR (specify) including:
 - ☒ Provide First Aid (Level 2)

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Team Management and Leadership	<ul style="list-style-type: none"> • Provide effective leadership, supervision and professional support to team members in a busy and changing environment • Encourage and facilitate enhanced staff performance within Council guidelines and requirements • Ensure a proactive, practical approach to the professional development of staff • Develop positive, collaborative relationships with library staff, other teams across Council and external key stakeholders • Conduct regular team meetings to provide for staff input into operational and strategic matters and to provide information to all staff • Lead staff to consider continuous improvement processes, demonstrating and promoting a flexible and positive approach to change within the team • Manage, allocate and prioritise projects and tasks to supervised staff • Follow all corporate requirements in relation to the recruitment and development of staff, focussing on the needs of the Library Service in meeting the needs of the community in consultation with the Library Operations Coordinator • Facilitate training, new staff induction and staff development in information and services delivery, user education programs and reader services • Supervise work placement students undertaking professional studies
Strategy – Customer Experience	<ul style="list-style-type: none"> • Undertake projects and initiatives that enhance the customer experience of library users through design thinking methodology which includes customer journey mapping and consultation • Ensure Library policies and procedures and their application by staff are customer centric • Seek and monitor customer feedback, reporting on trends and possible issues • Co-ordinate and report on the annual customer feedback survey • In consultation with the Library Operations Coordinator evaluate front-line service delivery, recommend and implement improvements • Provide recommendations to Library Operations Coordinator to optimise branch layout and Library workstations to ensure excellence in service delivery • Monitor trends and provide specialist advice and recommendations on issues affecting library services • Contribute to the development of innovative and customer focused library service, building capacity in our communities • Support the development and achievement of the Library's strategic goals and plans • Nurture partnerships with other organisations in the community including schools, community organisations and local government services
Program and Service	

Development	<ul style="list-style-type: none"> • Identify key trends and make recommendations for the development of strategies to enhance library services to the community, including new and emerging groups • Identify priorities for marketing of services and programs to the City's diverse community • Facilitate the provision of a range of programs appropriate to the City's diverse community to address identified user education and development needs • Develop mechanisms to evaluate the overall effectiveness and acceptance of programs, as well as specific outcomes for individual programs and events
Service Delivery	<ul style="list-style-type: none"> • Provide effective and efficient library and information services to all library users on a rostered basis during library opening hours at all locations • Assist patrons to become familiar in the use of catalogues, electronic resources and other information resources • Provide basic literacy and learning support services and advice and make bookings for language and literacy assessments where appropriate • Active participation in training and skill development in order to keep up with the changing nature of the delivery of Library Services in the 21st Century, including but not limited to skills to support library leadership activities, project management, and customer experience and co-design.
Leader on Duty	<ul style="list-style-type: none"> • When working on a rostered shift as leader on duty, manage front-of-house Library operations and the delivery of services • Effectively deal with patron feedback, and service issues that may arise during rostered shifts • Utilise and wear personal security and duress alarms as provided by Council • Supervise staff rostered to designated shift, assisting with escalated patron enquiries and issues • As a trained and appointed designated First Aid Officer provide first aid to persons and staff injured or unwell • Ensure incidents, hazards and accident/near miss reports are appropriately reported • Escalate emergencies and issues requiring immediate attention to senior staff or emergency services as required
First Aid Activities	<ul style="list-style-type: none"> • Undertake the role of First Aid Certified Officer (FACO) and administer first aid in line with job requirements and <i>OHS First Aid Operational Procedure</i>

Core Organisational Capabilities

We have a Core Capability framework to help everyone succeed and develop for their current and future positions. The relevant capabilities for this position are at the back.

REACH Values

Our REACH values define who we are and how we interact with others. They define how each of us should aim to operate in the workplace regardless of the role we hold. Our REACH values are at the back.

Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

Emergency Management	<ul style="list-style-type: none"> Help Council fulfil its emergency management obligations by assisting in emergency management activities as required
Occupational Health and Safety	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> Take reasonable care of their own health and safety. Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves. Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace. Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures. Participate in health and safety training programs and initiatives.
Child Safety	<ul style="list-style-type: none"> Understand obligations and act in an appropriate manner with and around children Promote positive work practices with children Establish boundaries around acceptable and unacceptable behaviour in relation to children Adhere to reporting obligations where there is suspected or discovered child abuse
Climate Change & Sustainability	<ul style="list-style-type: none"> Help support Council's response to the climate emergency by helping facilitate a whole -of-organisation approach where climate change mitigation and adaptation is embedded into all Council services, assets, operational and decision-making processes.
Compliance	<ul style="list-style-type: none"> Remain mindful of the requirements of the Victorian Charter of Human Rights at all times Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information. Perform other duties as directed within the limits of acquired skills, knowledge, and training. At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers, and employees. At all times, comply with Council's Code of Conduct - Staff.
Diversity, inclusion and equity	<ul style="list-style-type: none"> Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> zero tolerance of racism and expectations that staff will act on incidents of racism supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.
Gender Equality	<ul style="list-style-type: none"> Support Council's response to the prevention of violence against women and workplace sexual harassment, including by modelling acceptable behaviour, and reporting improper conduct in a timely manner.

Inherent requirements of the position

These are the essential requirements of this position:

Council has a Flexible Work Policy. All staff are required to attend the workplace for the minimum number of days specified in the Policy.

On a typical day, approximately this much time would be spent on the following activities:

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Working independently – <i>ability to utilise autonomy with respect to the</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<i>processes by which tasks are completed. Little to no autonomy with respect to the work allocated to them by the supervisor</i>					
Team based work – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Focused Attention to task – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrating – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planning and sequencing tasks and activities		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Decision making – required to exercise sound decision making while completing all aspects of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Problem solving – requirement to develop sound solutions to novel or unusual problems arising during the course of the day		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reasoning – required to exercise sound reasoning while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Judgement – required to exercise sound judgement while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Short and long-term memory recall – ready access to documented procedures or precedents to perform requirements of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Emotional resilience – exposure to stressful or distressing situations including meeting specified deadlines and production demands, dealing with aggressive or upset customers/clients, high conflict situations, general workload demands, change beyond individual's personal control		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Interruptions – frequency of interruptions to daily work plans and requirement to change work plans at short notice		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Physical Requirements

☒ This position does not require more than 10-15% manual handling/physical exertion

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Mobility/Postures					
Sitting – stay in a seated position	Shelving, perfect	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
	ordering				
Standing – standing in an upright position, moving less than 3 steps	Returning books, assisting patrons	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Walking – In an upright position, moving more than 3 steps	Assisting patrons	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Crawling – Move on the hands & knees or by dragging the body close to the ground		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-manual handling					
Crouch/squat – To lower the body by bending forward from legs and spine, buttocks on or near the heels	Shelving	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – To lower the body	Shelving	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bending – To bend forward and down from the waist or the middle of the back, rounding the shoulders and back for more than 3 seconds	Shelving on lower shelves. Minimise by squatting / kneeling	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching – Extending arms out in any direction		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Twisting/trunk rotation – Rotating the body to one side or the other without moving the feet	Scanning and stacking books. Can be minimised by moving the feet	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine manipulation/pinch grip – Fingers are on one side of the object and thumb on the other, typically without the object touching the palm	Handling books, computer use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Power/open hand grip – Using the whole hand to grasp an object, typically used to handle large or wide objects where the fingers are extended	Larger books, holding trolley	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing/typing	Computer use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb ladders		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs	Accessing first or ground floor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level	Shelving	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
Lift/Carry/Hold – Raising or lowering an object from one level to another and holding/transporting the object using the hands, arms or on the shoulders	Lifting, holding books. Lifting & carrying crates in returns	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling – Applying force to move something away or closer to one's self, including static positions	Pushing/pulling books in/out of shelves Pushing/pulling glass doors Pushing/pulling loaded trolley Loaded large trolleys 5-6kgf over distances of 10–20 metres Glass meeting room doors <4kg if 2 person task	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – Amount of force or effort required to perform a specific task or part of a task	Loaded large trolleys 5-6kgf over distances of 10–20 metres	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Weight requirements – lift, carry, push, pull or hold					
1-5kg	Lifting, holding books Pushing/pulling books in/out of shelves Pushing/pulling glass doors	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg	Pushing/pulling loaded trolley	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg	Lifting & carrying crates in returns	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.1 – 20kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift floor to hip	Crates in Returns Books from lower shelves	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder	Books from trolley to upper shelf or intra library crates	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling	Loaded large trolleys 5-6kgf over distances of 10–20 metres Glass meeting room doors <4kg if 2 person task	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Band descriptors *(as defined in Council's Enterprise Agreement)*

These descriptors help to classify the position:

Accountability and Extent of Authority

The position is directly held responsible for:

- The freedom to act when managing these resources is governed by Library objectives and adopted budgets with regular reporting mechanisms to ensure adherence to goals and objectives. The effect of decisions and actions taken at this level is usually limited to the quality or cost of the resources, programs and projects being managed.
- Where required to provide specialist advice to clients or to regulate clients, the freedom to act is subject to regulations and policies and regular supervision. The effect of decisions and actions taken on individual clients may be significant, but it is usually subject to appeal or review by the Library Operations Coordinator.
- Where involved in policy development the work is usually of an investigative and analytical nature, with the freedom to act prescribed by the Library Operations Coordinator. The quality of the output can have a significant effect on the process of policy development.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- The nature of the work is usually specialised with methods, procedures and processes developed from theory or precedent. The work may involve improving and/or developing methods and techniques generally based on previous experience. Problem solving may involve the application of these techniques to new situations.

Independently:

- Resolve complex customer experience, information and program enquiries within professional knowledge and experience.
- Professional judgement on matters of procedure and interpretation of requirements.

- Provide specialist professional support for policies, programs and procedures.
- Organise and priorities work to meet set objectives, within the resources available
- Represent Greater Dandenong on sector working and interest groups which relate to specialisation.
- Conduct annual Performance Development Processes (PDP) with all supervised staff.

With Input from the Library Operations Coordinator:

- Finalise documentation and or recommendations relating to the specialist fields in this role.
- Supervise resources and apply knowledge to meet service requirements, within a framework of guidance and advice from the Library Operations Coordinator and/or other members of the Library coordinator team.

Recommends and Identifies to the Library Operations Coordinator:

- Training needs for staff in customer experience and front of house customer service provision.
- Service improvements and programs based on user needs, industry trends and best practice in customer experience and library services provision.
- Budget allocations for staff training and customer experience improvement initiatives.
- Opportunities for the improvement of operational and administration procedures.
- Input into Library programs and service development and implementation within guidelines.
- Library Resources to purchase which are in line with Library and council's resource/collection development guidelines, budget and purchasing policies.

Guidance:

- Guidance and advice are usually available from the Library Operations Coordinator and other Coordinators within the Library Service.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Proficiency in the application of theoretical or scientific discipline, including the underlying principles as distinct from the practices.
- An understanding of the long-term goals of the Library Service and the relevant policies of both Library Services and the City of Greater Dandenong.
- Demonstrated ability to manage resources including to develop and work within approved budget frameworks, and a familiarity with relevant budgeting techniques.

Management & Interpersonal skills

The essential position requirements include:

- Managing time, setting priorities, planning and organisation of one's own work and where appropriate that of other employees so as to achieve specific set objectives in the most efficient way possible within the resources available and within a set timetable.
- Where management of employees is part of the job, the position requires an understanding of and an ability to implement personnel practices including those related to equal employment opportunity, occupational health and safety and employee's development.
- An ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of defined activities and in the supervision of other employees.
- An ability to liaise with counterparts in other organisations to discuss specialist matters and with other employees in other functions in their own organisation to resolve intra-organisational problems.
- Excellent interpersonal and communication skills with the ability to communicate with all ages, across all levels of a culturally diverse community.

Verification & Approvals

I certify that the content of this Position Description accurately reflects the overall role and accountabilities of the position:

	Name	Signature	Date
Occupant			

Appendix

Core Capability Framework – Team Member

Relationship Management

Develops and maintains strong and enduring relationships with colleagues and/or external stakeholders which are built on mutual respect and commitment. Ensures that all people are treated with dignity and respect regardless of gender, ethnicity, religion or sexual orientation.

- Demonstrates respect for the wide range of views and perspectives that are expressed in their teams
- Contributes effectively to team meetings
- Demonstrates commitment to team decisions
- Demonstrates respect for other team members

Planning & Organising

Thinks from a wholistic perspective and sees the patterns in the complex relationships that exist between the different parts of the organisation. Uses these insights to ensure that the organisation's human, physical and financial resources are effectively used in the achievement of the organisation's, team's or the role's agreed priorities.

- Is able to explain the relationship between own work activities and the goals and objectives of the team
- Prioritises work based on the needs of the team
- Shares relevant information as and when appropriate
- Consistently does her/his share of the work

People Development

Demonstrates a deep commitment to ongoing learning and development as fundamental to the organisation's sustained success and to the realisation of the potential of its people.

- Is active in identifying opportunities for ongoing growth and development
- Seeks feedback with a view to personal and professional development
- Looks for opportunities to grow skills and knowledge
- Is proactive in managing own career development

Future focused organisation

Is keenly aware of the social, political, economic and technological trends that impact the global and local environments and ensures these are factored into the work of individuals, teams or the organisation to deliver on the needs and expectations of the Council and the community it serves

- Incorporates key issues impacting the broader environment into the way they undertake their work
- Responds flexibly to change
- Shows resilience in times of change
- Seeks support during times of uncertainty

Outcome orientation

Demonstrates a strong commitment to a high-performance culture by constantly striving for high quality customer service outcomes and accepting responsibility for outcomes within their control

- Demonstrates a willingness to take informed risks in solving client issues
- Ensures tasks are consistently completed to the required standard
- Responds promptly and appropriately to requests for service
- Consistently follows established practices and procedures

Service focus

Ensures there is a focus on delivering work priorities to agreed quality and timeliness standards

- Is friendly and responsive to clients/customers
- Strives to deliver quality client/customer outcomes
- Deals with client/customer issues with concern and a sense of importance

Self-management

Demonstrates self-awareness through understanding own responses to a range of situations as well as understanding the impact their behaviour has on others

- Accepts personal responsibility for outcomes within their control
- Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience
- Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement
- Models Greater Dandenong's ethical and organisational standards

• Acts decisively during times of ambiguity and pressure

Safety, health and wellbeing

Ensures that the safety, health and wellbeing of employees, contractors, service users and councillors is at the heart of the organisation's culture and the way work is organised and services delivered

- Actively participates in discussions and activities aimed at improving safety, health and wellbeing
- Takes responsibility for the personal safety, health and wellbeing of self and immediate others
- Supports and encourages colleagues to actively participate in safety, health and wellbeing initiatives

Council's REACH Values

Respectful

We respect and care about our community, each other and ourselves.
We act with integrity at all times and in all matters.
We take time to listen to and seek to understand the other point of view.
We strive to understand and respect the diversity of our community and our workplace.
We understand our role in the community and respect the responsibility that comes with

Creative

We care about getting the best outcomes.
We constantly ask: What's the future and what's possible?
We have the courage to try new ideas.
We strive for excellence in everything we do.

Engaged

We listen to our community and respond.
We work together with our community and each other, to achieve the best outcome.
We have the confidence to challenge the status quo, to reach for better outcomes.
We are action-oriented in identifying and responding to new challenges.

Honest

We tell the truth, even when we know people may not want to hear it.
We form our opinions and give advice from sound, evidence based research.
We act with humility and apply the highest standards of ethical behaviour to everything we do.

Accountable

We are proud of our city, our community and our achievements.
We spend our time and effort on solutions rather than looking for someone to blame.
We take responsibility for our actions.

