

Position Description

Position Title	ARBORIST
Directorate	City Futures
Department/Business Unit	Parks Services
Team	Urban Forest
Classification	Band 5
Date	1 July 2025

Reports to:	Team Leader Reactive / Program Tree Maintenance
Supervises:	Nil
Internal Liaison:	Parks Coordinator and Team Leaders and Parks Services and internal departments and Council staff.
External Liaison:	General public, contractors, suppliers, service authorities and industry groups

Position Objectives

This position has primary responsibility to:

- Maintain the health and amenity of Council's tree assets in accordance with adopted strategies and standards, and to ensure the safety of the community.
- Program works and supervise contractors (and occasionally staff) to undertake tree pruning and maintenance activities, to ensure services are delivered in a safe, high quality, efficient and professional manner.
- Provide arboricultural reports and advice, and efficient and friendly service to all clients, both internal and external.
- Conduct arboricultural inspections and assessments and make decisions based on tree health, structure and risk management.
- Provide technical and practical support to the organisation, customers, community groups, agencies and relevant authorities in relation to core responsibilities, including planning referrals for developments.
- Assist the Team Leader to achieve the service standards and future planning requirements relating to the maintenance of the city's tree population.

Key Selection Criteria

Essential

- Arboricultural trade qualification of Certificate 5 i.e. Diploma level or higher, along with little or no relevant work experience or alternatively through lesser formal qualifications with relevant work skills suitable to the position. Relevant work skills/knowledge should include:
 - Certificate 2 in ESI Power line Management and demonstrated knowledge of arboricultural principles and technical applications;
 - Extensive knowledge and experience of Visual Tree Assessment, identification of potential risk including tree management principles and practices;
 - Experience and ability to effectively manage staff and contractors' performance and workloads, with a commitment to quality services and teamwork.
- Demonstrated understanding of performance, safety and quality management systems as well as problem solving and analytical skills to resolve day to day issues.
- The ability to work successfully in a team environment as well as independently with minimal supervision as well as clear, concise and accurate literacy skills suitable for letter and short report writing.
- Demonstrated ability to appropriately coordinate, prioritise and manage workloads in a multi-disciplinary environment to meet deadlines.

- Demonstrated proficiency in the application of Microsoft Office applications including - Word & Excel and electronic data bases or similar, suitable to the role.
- Demonstrated customer service skills, including well developed oral communication and listening skills to liaise, present, advocate and communicate effectively across appropriate levels.
- A current valid Victorian Driver's License (Car), preferably with a Heavy Rigid track endorsement.

As part of the 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

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Functional Responsibilities	<u>Operational</u> <ul style="list-style-type: none"> • Conduct assessments of Council trees. • Record details of tree assessments. • Assist in the preparation of tree planting & maintenance. • Supervise the day-to-day service delivery of the Reactive Tree Pruning contract. • Supervise and coordinate the delivery of in-house tree pruning programmes. • Undertake practical arboricultural work on occasion. • Deputise for the Team Leader in their absence. • Coordinating Councils Timber repurposing programs in line with Councils Tree Repurposing guidelines
Technical	<u>Direction and Advice</u> <ul style="list-style-type: none"> • Provide specialist Horticultural / Arboricultural advice to staff and clients. • Ensure the contractors and staff effectively and safely carry out allocated tasks to defined quality standards. • Provide on the job training or guidance where necessary. • Provide advice and assistance after hours where required. • Contribute to the development of Infrastructure Services policy and procedures
Management	<u>Resource Coordination and Allocation</u> <ul style="list-style-type: none"> • Program and schedule Reactive Tree Pruning. • Coordinate the efficient use of Council equipment and staff in the delivery of specialised programmes.
Relationship Management	<u>Customer Service</u> <ul style="list-style-type: none"> • Ensure all customer requests are inspected/investigated and completed within the set timeframes and customers contacted where required. • Coordinate existing resources to best meet customer requests. • Customers are treated professionally and courteously at all times.
Continuous Improvement Innovation	<u>Risk Management</u> <ul style="list-style-type: none"> • Research and prepare reports on risk management issues and programs as necessary and/or appropriate. • Work with the Team Leader and other coordinators in Parks and unit to review, develop, implement and manage risk management programs associated with the unit's activities. • Reporting and acting upon, any situation/event which has the potential to be hazardous. • Investigate and report on any wilful damage to shrubs and trees, remove any immediate hazard/s and erect any appropriate protection measures to reduce any risk to pedestrians or traffic.
OH&S	<u>Quality, OHS, Environmental and Specification Compliance</u> <ul style="list-style-type: none"> • Operate within Parks quality, safety and environmental management systems.

	<ul style="list-style-type: none"> • Ensure compliance with Standard Operating Procedures (SOP's) and Safe Work Method Statements (SWMS). • Assist the Team Leader in the development, implementation and regular review of SOP's and SWMS. • Ensure service standards and response times are met. • Liaise with technical staff in other departments and external Utility Authorities as required. • Perform safety and quality audits on reactive, cyclic pruning and planting contracts.
--	--

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. <p>People managers have additional responsibilities to:</p> <ul style="list-style-type: none"> • Develop, implement, promote and review Council's OHS management system within their area of responsibility. • Work with Health and Safety and People and Change departments to ensure accurate and timely OHS reporting, and implementation of health and safety culture, policies, procedures, and training programs. • Ensure employee compliance with relevant OHS regulatory requirements through local and corporate policies and procedures in order to provide and maintain a safe work environment, including providing training and guidance on OHS responsibilities. • Monitor and review workplace environment to identify, manage and respond to any health and safety hazards and risks, including psychosocial.
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 &	<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

Sustainability	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"> • Prevent and address violence against women and workplace sexual harassment, including by modelling acceptable behaviour, responding decisively to improper conduct and properly managing initial disclosures

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.

Vision and Hearing Requirements

- ☒ This position requires a vision test
- ☒ This position requires a hearing test

Working out of standard business hours

- ☐ Not required.
- ☒ This role may be subject to work related contact outside of normal business hours. (Refer to Technical section under position specific responsibilities.)

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 processes by which tasks are completed. Little to no autonomy with respect to the work allocated to them by the supervisor</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Team based work – <i>works in a team of people and not exposed to isolation</i>		<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"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Communicating with others - Written					
Focused Attention to task – <i>high levels of attention required to minimise errors and ensure accuracy</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrating – <i>high levels of concentration required while completing required tasks</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Planning and sequencing tasks and activities		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Decision making – <i>required to exercise sound decision making while completing all aspects of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Problem solving – <i>requirement to develop sound solutions to novel or unusual problems arising during the course of the day</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Reasoning – <i>required to exercise sound reasoning while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Judgement – <i>required to exercise sound judgement while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Short and long-term memory recall – <i>ready access to documented procedures or precedents to perform requirements of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Emotional resilience – <i>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</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Interruptions – <i>frequency of interruptions to daily work plans and requirement to change work plans at short notice</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Standing – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Walking – In an upright position, moving more than 3 steps		<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		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – To lower the body		<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		<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		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing/typing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climb ladders		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs		<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		<input checked="" type="checkbox"/>	<input 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		<input checked="" type="checkbox"/>	<input 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		<input checked="" type="checkbox"/>	<input 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		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight requirements – lift, carry, push, pull or hold					
1-5kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg		<input checked="" type="checkbox"/>	<input 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		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder		<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		<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:

- Supervising resources and providing support to more senior employees. The freedom to act is governed by clear objectives and budgets with frequent prior consultation with more senior employees and a regular reporting mechanism to ensure adherence to plans.
- Providing specialist arboriculture advice and information to the public and other Council departments, preparing tree inspection reports, risk analysis and tree pruning programmes to provide a safe environment for the residents and community of Greater Dandenong. In the day-to-day planning and amendment of tree management programs, the freedom to act is within available budgets and required timelines. Significant variations to programs are to be discussed with the Team Leader.
- The quality, effectiveness, cost and timelines of the programs, projects or work plans under their control and for the safety and security of the assets being managed.
- Providing direction, leadership and structured training to members of the Parks team when required (e.g. the temporary storm cleanup crew) or on-the-job training to supervised employees or groups of employees as necessary.
- Ensuring that all employees and volunteers under their direction are trained in safe working practices and in the safe operation of equipment and are made aware of all occupational health and safety policies and procedures.

Judgement and Decision-Making Skills

Judgement and decision making will be within the following scope:

- Objectives of the work are usually well defined but the particular method, technology, process or equipment to be used must be selected from a range of available alternatives.

Independently

- Provide specialist advice on technical tree assessment issues effectively, including best environmental practice.
- Foresee/plan to avoid potential tree issues and hazards.
- Resolve routine customer requests and operational matters within prescribed standards and procedures.
- Plan work sufficiently in advance to ensure programs and advice is provided in a timely manner.
- Problems experienced are often of a complex or technical nature with solutions not related to previously encountered situations and some creativity and originality is required.

With Input from the Team Leader

- Prepare cost estimates for routine arboriculture and horticultural projects.
- Assist with the development of planting programs.
- Research and report on current industry trends.
- Prescribe works in accordance with Government Acts and Regulations, Council's strategies, standards, policies, procedures works programs and budget allocation.

Recommends to the Team Leader

- Improvements for service delivery.
- Technical detail for inclusion in policies, procedures and contract specifications.
- Contribute to resolution of complex or technical operational problems with solutions not related to previously encountered situations and some creativity and originality is required.
- Variations to service standards.

Guidance

- Guidance and counsel may be available from the Team Leader within the time available to make a choice.

Specialist Knowledge and Skills

The essential position requirements include:

- Providing direction, leadership and structured training or on-the-job training to supervised employees or groups of employees, including recognising poor work practices and directing staff/contractors to take corrective actions.
- When supervising others, a thorough understanding of current Arboricultural practices, technology, procedures and processes used within the operating unit is required.
- Recognising dangerous situations and make decisions to alleviate any risk, particularly relating to tree maintenance issues and to be able to solve other maintenance related problems.
- The ability and skills to deal with complex technical issues that may require innovative solutions, including a practical and economic approach to solving tree assessment and works problems.

- An understanding of the function of the position within its organisational context, including relevant policies, regulations and precedents as well as of the role and function of the senior employees this position supports.
- An understanding of the long-term goals of the business unit and an appreciation for the long-term goals of the wider organisation.

Management & Interpersonal skills

The essential position requirements include:

- Skills in managing time, setting priorities and planning and organising one's own work and that of supervised employees, to achieve specific and set objectives in the most efficient way possible within the resources available and within a set timetable.
- An understanding of and an ability to implement basic personnel policies and practices including those related to equal employment opportunity, occupational health and safety and employees training and development.
- The ability to gain cooperation and assistance from clients, members of the public, contracted staff and other employees in the administration of defined activities and in the supervision of other employees.
- Discuss, analyse and resolve operational issues with the public, internal stakeholders and external counterparts, agencies and contractors in a collaborative manner and write reports in the field of expertise and to prepare external correspondence of a routine nature.

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 – People Leaders

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.

- Ensures a wide range of views and opinions are encouraged and valued
- Builds strong and trusting relationships with team members and across the directorate
- Seeks to achieve outcomes that are beneficial to all stakeholders
- Demonstrates high levels of integrity and teamwork in all relationships

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.

- Ensures that team members are able to see the connections between the work of the team and the broader organisational context
- Actively engages team members in the development of realistic plans to deliver work unit priorities
- Allocates work unit resources to achieve desired results
- Takes corrective action as required when concerns have been identified

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.

- Encourages people to undertake ongoing professional and personal development
- Uses reflection as a key tool for ongoing development and organisational improvement
- Uses transformational leadership practices to engage and grow the capabilities of team members
- Regularly gives and receives constructive feedback
- Communicates with staff in a positive and proactive manner

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

- Monitors the broader environment to understand the impact of emerging trends on the work of the team
- Identifies changes to systems and processes that will lead to the effective implementation of organisational change initiatives
- Encourages others to recognise and value the inevitability of change in organisations
- Assists the team to adapt to a constantly changing environment by communicating change information honestly, empathetically and in a timely manner

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

- Creates opportunities for people to come together to creatively address issues facing the team and the clients they serve
- Sets short-term goals with the team for the team to achieve agreed objectives
- Tracks progress against job expectations and makes adjustments as required
- Sets challenging goals that will deliver superior results

Service focus

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

- Demonstrates commitment to quality client/customer service
- Maintains regular customer communication to ensure mutual expectations are clear
- Responds appropriately to client/customer requests and/or complaints

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 her/his 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

- Aligns team/unit work plans with Council's vision and objectives for employee safety, health and wellbeing
- Allocates adequate resources to achieve safety, health and wellbeing initiatives and objectives
- Monitors departmental performance indicators for the continuous improvement of safety, health and wellbeing practices and culture

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.

