

## Position Description

Position Title	Placemaking & Revitalisation Officer
Directorate	City Futures
Department/Business Unit	Business Development and Investment
Team	Placemaking and Revitalisation
Classification	Band 7
Date	June 2025
Reports to:	Coordinator Placemaking and Revitalisation
Supervises:	Nil
Internal Liaison:	Business Development and Investment Department / Advocacy and Growth/ Media and Communications Unit Arts and Cultural Development Unit / Festivals and Events Unit/ Open Space Planning and Sustainability unit / City Improvement Department /Transport and Civil Development Department / Other Council staff as required
External Liaison:	Local businesses / Service providers / Community leaders / Artists / Consultants Industry Associations / Government agencies (including Development Victoria, Creative Victoria, DTP and others as required) Other local government placemaking staff / external business/agencies as required

### Position Objectives

Your primary purpose in this position is to:

1. Successfully implement the Placemaking and Revitalisation Program for the activity centres of Dandenong, Springvale, and Noble Park.
2. Confidently design and prepare strategic placemaking plans and initiatives for the activity centres of Dandenong, Springvale, and Noble Park as identified in the new Economy and Place Strategy.
3. Develop and implement programs, projects, and strategies in collaboration with the Coordinator Placemaking and Revitalisation and other colleagues.
4. Build resilient communities, foster a strong sense of place, and enhance perceptions of the city through targeted placemaking initiatives.
5. Drive increased visitation to the activity centres and create attractive destinations for residents and visitors alike.
6. Ensure the delivery, evaluation, and continuous improvement of placemaking initiatives for sustainable and impactful outcomes.

### Key Selection Criteria

You need these essential qualifications, experience, knowledge and skills to carry out this position

1. Possession of a tertiary qualification in a relevant field such as Urban Design, Landscape Architecture, Strategic Planning, and Economic Development. Or other allied fields with extensive demonstrated experience in leading complex placemaking and revitalisation projects/ programs.
2. Demonstrated significant knowledge and strong understanding of the principles and practices of placemaking, planning, and urban revitalisation.
3. Experience in project management, with a strong understanding of project management processes and practices.

4. Ability to participate and lead multifaceted projects and activities, establishing effective partnerships with both internal and external stakeholders. Ensuring actions align with community focused placemaking principles, managing implementation and ensuring delivery within set timelines and budgets.
  5. Demonstrated welldeveloped organisational, analytical, and problemsolving skills, enabling effective planning, coordination, and execution of placemaking projects.
  6. Strong advocacy skills with a track record of successfully gaining internal and external buyin for projects and programs.
  7. Experience working with diverse community groups, cultures, and industry sectors, including businesses and government departments.
  8. Proven ability to work effectively in a small team environment, prioritising responsibilities to achieve goals and collaborating with team members to meet deadlines and agreed upon standards.
  9. Proficiency in delivering verbal and public presentations that effectively communicate complex concepts and ideas
  10. Demonstrated proficiency in a range of design softwares (AutoCAD, Adobe Illustrator, Indesign, Microsoft Suite) and data applications.
11. 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

## Position Specific Responsibilities & Skills

In this position, you are responsible for:

<b>Placemaking Program Development and Implementation</b>	<ul style="list-style-type: none"> <li>• Collaborate with the Coordinator Placemaking and Revitalisation and key internal stakeholder to develop and implement a comprehensive Placemaking Program that aligns with best practices and principles of the discipline.</li> <li>• Design and manage innovative and creative Placemaking projects and programs within allocated budgets, utilising Council's project management methodology and templates.</li> <li>• Participate in crosscouncil working groups and lead internal working groups to facilitate the development and delivery of the Placemaking program, ensuring it incorporates the core principles of placebased design, community engagement, and longterm sustainability.</li> <li>• Establish and implement robust monitoring and evaluation framework for place activation projects and programs, utilising evidencebased methods and best practices in placemaking, community engagement and project management.</li> </ul>
<b>Community Engagement and Collaboration</b>	<ul style="list-style-type: none"> <li>• Develop and execute community engagement strategies and activities that encourage active participation and input from diverse community members in the placemaking process.</li> <li>• Foster strong working relationship and collaboration with a wide range of internal and external stakeholders, including businesses, residents, government agencies, cultural organisations, community groups, and other placemaking professionals.</li> <li>• Seek community insights, aspirations, and feedback to inform the design and development of place activation, placemaking and revitalisation projects and programs, ensuring they are rooted in the specific needs and desires of the local</li> </ul>

<b>Project Budgeting and Contract Management</b>	<ul style="list-style-type: none"> <li>• Procure relevant goods and services necessary for the successful implementation of the placemaking program, giving priority to local suppliers and contractors who align with sustainable and communityfocused practices</li> <li>• Effectively manage the budget allocated to place activation, placemaking and revitalisation activities, ensuring responsible and transparent financial practices.</li> <li>• Oversee contract management and maintain strong relationships with suppliers and contractors engaged in the delivery of activation and placemaking projects, ensuring highquality execution and adherence to project objectives.</li> </ul>
<b>Communication and Advocacy</b>	<ul style="list-style-type: none"> <li>• Prepare clear and compelling reports, briefings, presentations and memos that effectively communicate the goals, progress, and impact of the Placemaking Program to internal and external stakeholders.</li> <li>• Develop comprehensive communication strategies that utilise diverse channels to raise awareness, generate excitement, and build support for local activations and placemaking projects.</li> <li>• Promote the value and benefits of placebased approaches and the placemaking discipline, advocating for their integration into urban planning and development practices both within the organisation and externally.</li> </ul>

## 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:

<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>• Help Council fulfil its emergency management obligations by assisting in emergency management activities as required</li> </ul>
<b>Occupational Health and Safety</b>	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> <li>• Take reasonable care of their own health and safety.</li> <li>• Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves.</li> <li>• Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace.</li> <li>• 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.</li> <li>• Participate in health and safety training programs and initiatives.</li> </ul>
<b>Child Safety</b>	<ul style="list-style-type: none"> <li>• Understand obligations and act in an appropriate manner with and around children</li> <li>• Promote positive work practices with children</li> </ul>

	<ul style="list-style-type: none"> <li>Establish boundaries around acceptable and unacceptable behaviour in relation to children</li> <li>Adhere to reporting obligations where there is suspected or discovered child abuse</li> </ul>
<b>Climate Change &amp; Sustainability</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Remain mindful of the requirements of the Victorian Charter of Human Rights at all times</li> <li>Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information.</li> <li>Perform other duties as directed within the limits of acquired skills, knowledge, and training.</li> <li>At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers, and employees.</li> <li>At all times, comply with Council's Code of Conduct - Staff.</li> </ul>
<b>Diversity, inclusion and equity</b>	<ul style="list-style-type: none"> <li>Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> <li>zero tolerance of racism and expectations that staff will act on incidents of racism</li> <li>supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.</li> </ul> </li> </ul>
<b>Gender Equality</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>

## 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%
<b>Working independently</b> – 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		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Team based work</b> – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Communicating with others</b> – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Communicating with others</b> Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>Focused Attention to task</b> <i>– high levels of attention</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<i>required to minimise errors and ensure accuracy</i>					
<b>Concentrating</b> – <i>high levels of concentration required while completing required tasks</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Planning and sequencing tasks and activities</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Decision making</b> – <i>required to exercise sound decision making while completing all aspects of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Problem solving</b> – <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 checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Reasoning</b> – <i>required to exercise sound reasoning while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Judgement</b> – <i>required to exercise sound judgement while completing all aspects of the position within defined scope</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Short and longterm memory recall</b> – <i>ready access to documented procedures or precedents to perform requirements of the position</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Emotional resilience</b> – <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 checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Interruptions</b> – <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 checked="" type="checkbox"/>	<input type="checkbox"/>

## Physical Requirements

☒ This position does not require more than 1015% manual handling/physical exertion

☐ A task analysis exists because this position requires more than 1015% manual handling/physical exertion

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<b>Mobility/Postures</b>					
<b>Sitting</b> – stay in a seated position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Standing</b> – standing in an upright position, moving less than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Walking</b> – In an upright position, moving more than 3 steps		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Crawling</b> – 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"/>
<b>Non-manual handling</b>					
<b>Crouch/squat</b> – 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"/>
<b>Kneeling</b> – To lower the body		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Bending</b> – 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"/>
<b>Reaching</b> – Extending arms out in any direction		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Twisting/trunk rotation</b> – Rotating the body to one side or the other without moving the feet		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Fine manipulation/pinch grip</b> – 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"/>
<b>Power/open hand grip</b> – 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"/>
<b>Writing/typing</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climb ladders</b>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Climb or descend stairs</b>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Low level work</b> – Performing manual handling actions at or near ground level		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Manual Handling</b>					
<b>Lift/Carry/Hold</b> – Raising or lowering an object from one level to another and holding/transporting the object using the hands, arms or on the shoulders		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Pushing/Pulling</b> – Applying force to move something away or closer to one's self, including static positions		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Kilograms of force (kg.f)</b> – Amount of force or effort required to perform a specific task or part of a task		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Weight requirements – lift, carry, push, pull or hold</b>					
1-5kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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**

1. The Placemaking Officer is accountable to the successful implementation of a range of placemaking and revitalisation activities, events, and programs for the Placemaking and Revitalisation Unit. The freedom to act in this regard is governed by policies, objectives and budgets, frequent prior consultation with and a regular reporting mechanism to the Coordinator Placemaking and Revitalisation ensure achievement of goals and objectives.
2. Decisions and actions taken in this regard may have a significant effect on the programs or projects being managed or on the public perception of the wider organisation.
3. When providing specialist advice to clients or to regulate clients, the freedom to act is subject to professional and regulatory review.
4. The impact of decisions made, or advice given may have a substantial impact on individual clients or classes of clients.
5. Where the position provides input into or responsibility for formulation of a range of plans, policies and strategies being managed by the unit, the work will be of an investigative, analytical, or creative nature, with the freedom to act generally prescribed by a more senior position. The quality of the work of these positions can have a significant effect on the policies which are developed.

### **Judgement and Decision Making Skills**

Judgement and decision making is within the following scope:

1. The role is essentially problem solving, the nature of the work is specialised with methods, procedures and processes generally developed from theory or precedent. The problemsolving process comes from the application of these established techniques to new situations.
2. Where involved in plan, policy and strategy formulation, the primary challenge will be intellectual and will typically require the identification and analysis of an unspecified range of options before a recommendation can be made.

### **Specialist Knowledge and Skills**

The position requires the following essential skills and knowledge:

1. This specialist role requires proficiency in the application of a theoretical or scientific discipline in the search for solutions to new problems and opportunities.
2. Developing Placemaking and Revitalisation programs, projects, and research opportunities for funding through potential grants, sponsorship or similar, through demonstrated knowledge in place activation and place making including knowledge of current trends, issues and needs in place making and activation.
3. Project management skills including project development and implementation, community engagement, planning and resource management ensuring delivery of outcomes within budget and agreed timeframes.
4. Demonstrated ability to plan, develop, implement, and evaluate placebased activities and programs, particularly in outdoor settings including understanding of OH&S, public liability, infrastructure, and risk management issues in relation to outdoor events and activations.
5. Understanding of key issues facing residents, businesses, creatives, and diverse communities within Greater Dandenong Activity Centres, working with diverse stakeholders including hospitality, arts and culture, retail, and community groups, and people from a wide variety of backgrounds.
6. Where involved in plan, policy and strategy formulation, analytical and investigative skills are required to enable the formulation of policy options from within a broad organisationwide framework.
7. An understanding of the longterm goals of Council, including those of the Placemaking and Revitalisation Unit / Greater Dandenong Business, as well as Council's values and aspirations and of the legal and political context in which it operates.

### **Management & Interpersonal skills**

1. Managing time, setting priorities, planning and organising one's own work and where appropriate that of other employees so as to achieve specific and set objectives in the most efficient way

possible within the resources available and within a set timeframe despite conflicting pressures.

2. An understanding and an ability to implement personnel policies and practices including awards, equal opportunity and occupational health and safety policies, recruitment and selection procedures and techniques, position descriptions and employee's development schemes. They would be also expected to contribute to the development and implementation of longterm staffing strategies.
3. Ability to gain cooperation and assistance from clients, contractors, members of the public and other employees in the administration of broadly defined activities and to motivate and develop other employees.
4. Liaise with their counterparts in other organisations to discuss and resolve specialist problems and with other employees within their own organisation to resolve intraorganisational problems.
5. Excellent verbal and written communication skills with a demonstrated ability to write reports in their field of expertise and to prepare external correspondence across a range of media styles.

## **Verification & Approvals**

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

	<b>Name</b>	<b>Signature</b>	<b>Date</b>
<b>Occupant</b>			

# 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 highperformance 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

### Selfmanagement

Demonstrates selfawareness 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 selfimprovement
- 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 actionoriented 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.

