

Position Description

Position Title	Team Leader - Children's Services Support
Directorate	Community Strengthening
Department/Business Unit	Community Wellbeing / Children's Services
Team	Children's Services Support
Classification	Band 7
Date	June 2025
Reports to:	Coordinator Children's Services
Supervises:	Preschool Field Officers Support Playgroup Facilitators Playgroup Development Officer Kindergarten Central Enrolment Officer
Internal Liaison:	All Council Departments
External Liaison:	Community agencies, networks, and partnerships Families and children Early years services and schools Department of Education (DE) Department of Families Fairness and Housing (DFFH)

Position Objectives

Your primary purpose in this position is to:

- Provide effective leadership and coordination of the day-to-day operations of the children's services support team, in the delivery of inclusive, high quality, and innovative support services to the community
- Supervise and support staff delivering PSFO, supported playgroups, and central enrolment.
- Promote child and family wellbeing through accessible and culturally responsive services.
- Monitor and evaluate service delivery in line with Council's strategic goals and funding requirements.
- Contribute to continuous improvement processes and service reviews.

Key Selection Criteria

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

- A degree level qualification in early childhood, education, health, welfare, or related field along with substantial experience or alternatively lesser formal qualifications with extensive relevant experience in community-based project work. Relevant experience should include:
 - Demonstrated understanding of the children's services and education sector and issues impacting on children and their families
 - Demonstrated understanding of relevant legislation and frameworks in the provision of kindergarten, childcare and playgroups
 - Experience in networking, coordinating, and liaising with a wide range of service providers and other relevant bodies
 - Ability to engage with diverse community members including marginalised groups.
 - High level knowledge of best start best life reforms and the implementation of this at service level.
- Demonstrated experience in supervising staff and managing teams and ability to work as a member of an effective team.

- Highly developed written and verbal communication and presentation skills, interpersonal and organisational skills.

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 (Standard)
- ☐ ongoing First Aid and CPR (specify), including:
 - ☐ Provide First Aid (Level 2)
 - ☐ Provide First Aid in an Education and Care Setting
 - ☐ First Aid Management of Anaphylaxis

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Leadership and Team Management	<ul style="list-style-type: none"> • Facilitating effective leadership, supervision, support, and professional development planning for the children's services support team • Providing a working environment that encourages the sharing of knowledge, best practice, and innovative service development through supervision and regular team meetings • Supporting staff to be informed of sector developments, legislation, and regulations, relevant to children's services
Project Management	<p>In conjunction with the Coordinator, Children's Services:</p> <ul style="list-style-type: none"> • Providing leadership and support to service providers of kindergartens and childcare. • Providing leadership in supporting the implementation of supported playgroups, community playgroups, preschool field officer and kindergarten central enrolment programs, on behalf of Council and in collaboration with government departments and other funding bodies. • Providing relevant advice to Council on Federal and State policy, current and future trends within the children's, family, and education sectors, that may impact children's services in the City of Greater Dandenong • Reviewing existing service provision to ensure that services, reflect inclusion of all children, families and community needs and aspirations
Strategic and Operational Planning	<p>Participating in both the strategic and operational planning of children's services in the City of Greater Dandenong by:</p> <ul style="list-style-type: none"> • Being fully apprised of current research informed policy development and evidence-based practice at a local, state, national and international level • Reviewing existing policies, procedures relevant to children's services support team • Participating in the continuing development of the strategic direction of children's services in the City of Greater Dandenong. • Participating in the development and implementation of the Children's Plan • Develop opportunities that increase the profile of Council as a 'Child Friendly' community.
Service Management	<ul style="list-style-type: none"> • Working collaboratively with service providers, community groups and parents to build community capacity • Consulting with parents/carers to provide opportunities for participation and the sharing of information. • Collaborating with key stakeholders to assist in the identification of local issues and possible planning strategies to enhance children's services support to community

	<ul style="list-style-type: none"> Facilitating community education and training opportunities in relation to early childhood development issues Participating in children services team meetings and representing the City of Greater Dandenong at official functions, meetings, and seminars
Professional Development	<ul style="list-style-type: none"> Pursuing professional development opportunities to keep informed of changing legislation, trends and sector development for quality innovation and best practice in children's services
Administration and Budget	<p>In conjunction with the Coordinator, Children's Services:</p> <ul style="list-style-type: none"> Identifying funding opportunities and make applications, as appropriate Assisting in the preparation of the children's services support team budget, including monitoring income and expenditure against the annual budget Ensuring key performance targets are met against funded service agreements and council plans Ensuring financial accountability statements and reports are prepared, as required by Council
Working out of Hours	<ul style="list-style-type: none"> This position may require participation in an on-call availability roster where after hours contact for work related matters is required and in accordance with operational requirements (which may vary from time to time). If the participant is required to participate in such a roster etc, then the relevant/applicable allowance will be paid. If the incumbent is in receipt of such an allowance, then it is expected that the incumbent will monitor designated communication channels and respond in a timely and appropriate manner.
First Aid Activities	<p>Managers are responsible for:</p> <ul style="list-style-type: none"> ensuring that there is adequate coverage for the provision of First Aid within their work area providing for the continuity of training of Designated and First Aid Certified Officers DFAOs and FACOs the supervision and effective execution of their duties.

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.

	<ul style="list-style-type: none"> • 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 & 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"> • 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.

Working out of standard business hours

☐ Not required.

☒ This role may be subject to work related contact outside of normal business hours. (Refer to Working out of hours 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"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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</i>		<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%
<i>individual's personal control</i>					
Interruptions – frequency of interruptions to daily work plans and requirement to change work plans at short notice		<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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input 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 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		<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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level		<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		<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		<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		<input type="checkbox"/>	<input 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		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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:

- The management of allocated resources and the provision of advice to community members and /or service providers. The freedom to act is governed by policies, objectives and budgets with a regular reporting mechanism to ensure achievement of goals and objectives. Decisions and actions taken at this level may have a significant effect on the programs or projects being managed or on the public perception of the wider organisation.
- This position provides specialist advice to and regulates community members and /or service providers and the freedom to act is subject to professional and regulatory review. The impact of decisions made, or advice given may have a substantial impact on individual community members or classes of community members.
- Where this position provides input to policy formulation, the work may 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.
- This position will have input into policy development within their area of expertise and/or management

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- This position is essentially problem solving in nature. The nature of the work is specialised with methods, procedures and processes generally developed from theory or precedent. The problem-solving process comes from the application of these established techniques to new situations and the need to recognise when these established techniques are not appropriate. Guidance is not always available within the organisation.
- In policy 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.
- The position, responsible for coordination of the Children's Services Support team and special programs, requires sound professional judgement based on knowledge, training and experience on matters of legislation, procedure, budget, service provision and implications of day-to-day operations.
- This position will be responsible for decision making at the program/operational level for the children's services support team, including day to day expenditure and processing of specific requests for funding.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Proficiency in the application of a theoretical discipline in the search for solutions to new problems and opportunities.
- Understanding of community capacity building and skills in implementing community development strategies to meet required needs.

- Experience in establishing and maintaining professional networks to facilitate effective communication and cooperation within the community, education and health sectors.
- Knowledge of the Early Years Strategy and Early Childhood Reform- Best Start Best Life
- An understanding of how to engage marginalised groups and isolated members of the community.
- Knowledge of the relationships between, and ability to develop linkages with, different sectors (for example not-for-profit, businesses, organisations, community groups and individuals) to promote the City of Greater Dandenong Children's Plan and associated projects.
- Understanding of budget and expenditure management.
- Knowledge of and familiarity with the principles and practices of budgeting and relevant accounting and financial procedures is required.
- Demonstrated ability to be flexible and to show initiative and creativity in the development of services.
- Analytical and investigative skills are required to enable the formulation of policy options from within a broad organisation-wide framework.
- An understanding is required of the long-term goals of the wider organisation and of its values and aspirations and of the legal and political context in which it operates.

Management & Interpersonal skills

The essential position requirements include:

- Skills in 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 timetable despite conflicting pressures.
- 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 and contribute to the development and implementation of long-term staffing strategies.
- This position requires an ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of broadly defined activities and to motivate and develop employees.

Verification & Approvals

We 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.

