

Position Description

Position Title	Business Support Family Day Care
Directorate	Community Strengthening
Department/Business Unit	Children's Services
Team	Family Day Care
Classification	Band 5
Date	June 2025
Reports to:	Team Leader Family Day Care
Supervises:	Nil
Internal Liaison:	Internal Council departments
External Liaison:	Other local governments, community agencies, members of the community, Australian Government - Child Care Departments, Department of Human Services and Health, Child Care Management System (CCMS), Inclusion Support Agency (Region 33), Harmony Software, YWCA/AMEP

Position Objectives

Your primary purpose in this position is to:

- Provide administrative support to the Coordinators and Team Leaders to ensure an efficient and effective day to day operation of the Department.
- Ensure business information and requirements are coordinated, up-to-date, and readily accessible and concluded on time.
- All written communications are clearly and concisely presented, on time, address the issue at hand and consultation is maintained at all times.
- Participation in cross Directorate / Department and other organisational administrative tasks as required.
- Manage all payments as an Approved Child Care Provider of Family Day Care, ensuring compliance with all legal and financial obligations required by the Australian Government.

Key Selection Criteria

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

- Degree or diploma with little or no relevant work experience or lesser formal qualifications with relevant work skills or relevant experience and work skills.
- Ability to provide administrative support to ensure an efficient and effective day to day operation of the Department.
- Ability to ensure business information and requirements are coordinated, up-to-date, and readily accessible and concluded on time.
- Ability to communicate clearly and concisely, present on time, address the issue at hand and consultation is maintained at all times.
- Demonstrate participation in cross organisational administrative tasks.
- Demonstrate knowledge and skills or the ability to readily acquire skills in managing payments to Approved Child Care Provision of Family Day Care; an Australian Government, Child Care Benefit Approved service.
- Demonstrate knowledge of compliance with legal and financial aspects associated with government funding.
- Ability to interpret changes to rules and regulations pertaining to the application and administration of government funding.

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 [mandatory]
- satisfactory (and ongoing) Police Check
- current valid (and ongoing) Victorian Driver's Licence
- ongoing First Aid and CPR (specify) including:
 - Provide First Aid (Level 2)
 - 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:

<p>Business Support to Manager, Coordinator and Team Leaders</p>	<ul style="list-style-type: none"> • Support the Coordinators, Team Leaders and other officers to enable effective time management and prioritisation of workloads. • Provide day to day business support to the Coordinators and Team Leaders with diary, email and other correspondence. • Follow up with the Coordinators and Team Leaders with day to day workload and administrative requirements. • Assist the Coordinators and Team Leaders with meeting arrangements. • Support the Coordinators and Team Leaders in processing invoices and other financial requirements. • Research and collate information and assist in the preparation of reports and briefing notes for the Department. • Maintain a Department task management system and regularly review with Coordinators and Team Leaders to achieve deadlines or requirements. • Research and report on issues or topics as requested. • Prepare for and attend and take minutes and notes of meetings as required. • Organise functions, receptions and meetings as required. • Display initiative in dealing with difficult customer situations, non-routine issues in the business support function and referring complex and policy issues to the or the appropriate Departmental / Directorate staff. • Manage material/equipment supplies. • Liaise with other areas of Council as required. • Assist in maintaining Government and other agency policy documentation and information as identified with the Coordinators and Team Leaders. • Maintain information pertaining to current projects in the Department as identified with the Coordinators and Team Leaders. • Assist the Coordinators and Team Leaders with organisational reporting requirements including Objective and other systems.
<p>Administrative support to department</p>	<ul style="list-style-type: none"> • Provide high level support to the Coordinators and Team Leaders as required. • Undertake invoice processing and recording. • Provide support to Department business units in documentation and or other matters. • Participate in Business Planning and other Department initiatives. • Work with Coordinators, Team Leaders as required on administrative tasks such as completion of reports or project support. • Liaise with other Departments on behalf of Coordinators, and Team Leaders as required. • Assist Coordinators, Team Leaders and/or team business support officers with correspondence workflow as necessary.

	<ul style="list-style-type: none"> • Coordinate and facilitate integrated Business Support across the Department. • Support and provide knowledge in the use of corporate systems and technologies, assisting other staff where required. • Maintain appropriate hard copy and computerised filing systems for the Department. • Attend to correspondence flow, including sorting, copying and allocation of inward and outward correspondence and information gathering. • Continuously look to improve and maintain tracking mechanisms to ensure requests/correspondence are managed in an effective manner.
Business support to directorate	<ul style="list-style-type: none"> • Assist with Directorate telephone and other enquiries as needed. • As required participate in Directorate and organisational business support tasks as required. • Participate in continuous improvement activities within the service. • Contribute to improving process quality and service turnaround times.
Customer Service	<ul style="list-style-type: none"> • Receive, assess and initiate action on customer inquiries and requests and provide quality customer service to both internal and external customers. • Handle a range of priorities within customer service and project management standards. • Deliver a high-quality customer service by promptly and courteously answering phones and recording and allocating staff messages.
Finance and Record Keeping	<ul style="list-style-type: none"> • Coordinate day to day financial transactions and accounting requirements for the Department's operating and capital budgets including purchase orders, invoices and payments. • Coordinate the preparation of financial acquittals and reports. • Supervise staff to assist in the processing of Family Day Care timesheets and related documentation via the Commonwealth Child Care Management System (CCMS). • Determine and calculate child care payments and government subsidies to families including adjustments as required. • Interpretation of government funding requirements and regulations. • Ensure compliance with all statutory and regulatory requirements. • Manage fortnightly payments to Contractors (Educators). • Ensure accuracy of data and documentation submitted to Child Care Management System (CCMS). • Monitor payments received for provision on approved child care. • Manage JET/YWCA/AMEP payment programs according to statutory and regulatory requirements. • Ensure that all relevant records are retained and archived in accordance with Local Government Act • Provide statistical reports as required.
Database Management	<ul style="list-style-type: none"> • Maintain the data contained in the Harmony software system. • Ensure the Harmony software system is configured as required by the government bodies and organisational requirements. • Perform system administration tasks including transfer or creditor's payment files. • Ensure the database is backed up as necessary. • Coordinate the request, delivery, installation and testing or upgrades to the Harmony software system.

	<ul style="list-style-type: none"> • Read Upgrade Release Notes and consider implications and/or actions required and act accordingly. • Develop knowledge of Harmony software program to enable the effective investigation of Educator/Parent queries and/or system errors and to suggest enhancement to the system.
Professional Development	<ul style="list-style-type: none"> • Keep up to date with legislative and other industry changes by attending appropriate seminars and training sessions. • Liaise with other professional agencies to keep abreast of contemporary practices.
Quality Assurance and Continuous Improvement	<ul style="list-style-type: none"> • Ongoing prioritisation and review of systems, responsibilities and client demands. • Development and review of administrative manuals and training sessions for Contractors (Educators). • Regular communication with families to keep them informed of service and Australian Government child care funding updates and changes. • Ongoing consideration of the impact of actions and decisions on both Contractors (Educators) and families.

Core Organisational Capabilities

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

REACH Values

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

Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

Emergency Management	<ul style="list-style-type: none"> • Help Council fulfil its emergency management obligations by assisting in emergency management activities as required
Occupational Health and Safety	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> • Take reasonable care of their own health and safety. • Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves. • Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace. • Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures. • Participate in health and safety training programs and initiatives.
Child Safety	<ul style="list-style-type: none"> • Understand obligations and act in an appropriate manner with and around children • Promote positive work practices with children • Establish boundaries around acceptable and unacceptable behaviour in relation to children • Adhere to reporting obligations where there is suspected or discovered child abuse

Climate Change & Sustainability	<ul style="list-style-type: none"> Help support Council's response to the climate emergency by helping facilitate a whole -of-organisation approach where climate change mitigation and adaptation is embedded into all Council services, assets, operational and decision-making processes.
Compliance	<ul style="list-style-type: none"> Remain mindful of the requirements of the Victorian Charter of Human Rights at all times Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information. Perform other duties as directed within the limits of acquired skills, knowledge, and training. At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers, and employees. At all times, comply with Council's Code of Conduct - Staff.
Diversity, inclusion and equity	<ul style="list-style-type: none"> Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> zero tolerance of racism and expectations that staff will act on incidents of racism supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.
Gender Equality	<ul style="list-style-type: none"> Support Councils response to the prevention of violence against women and workplace sexual harassment, including by modelling acceptable behaviour, and reporting improper conduct in a timely manner.

Inherent requirements of the position

These are the essential requirements of this position:

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

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

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never <10%	Occasional 11 – 33%	Frequent 34 – 66%	Constant >66%
Working independently – 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"/>
Team based work – works in a team of people and not exposed to isolation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Focused Attention to task – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Concentrating – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input 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"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Cognitive Requirements	Task details (typical tasks)	Frequency (% of the working day)			
		Rare/ Never <10%	Occasional 11 – 33%	Frequent 34 – 66%	Constant >66%
Decision making – required to exercise sound decision making while completing all aspects of the position					
Problem solving – requirement to develop sound solutions to novel or unusual problems arising during the course of the day		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reasoning – required to exercise sound reasoning while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Judgement – required to exercise sound judgement while completing all aspects of the position within defined scope		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Short and long-term memory recall – ready access to documented procedures or precedents to perform requirements of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Emotional resilience – exposure to stressful or distressing situations including meeting specified deadlines and production demands, dealing with aggressive or upset customers/clients, high conflict situations, general workload demands, change beyond individual's personal control		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Interruptions – frequency of interruptions to daily work plans and requirement to change work plans at short notice		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Physical Requirements

- This position does not require more than 10% (on average) daily work rate of manual handling/physical exertion.

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never <10%	Occasional 11 – 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 type="checkbox"/>	<input checked="" 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"/>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare / Never <10%	Occasional 11 – 33%	Frequent 34 – 66%	Constant >66%
Reaching – Extending arms out in any direction					
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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 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 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"/>

Note: The intention of the position description is to provide an outline of scope and responsibilities, at a point in time. Please note, responsibilities may evolve in accordance with organisational needs.

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:

- Providing support and assistance to more senior employees.
- Timely completion of responsibilities within set standards and procedures in an ethical and non-discriminatory manner which ensures a high level of service delivery and efficiency, and subject to approval of the Coordinator and Team Leaders.
- Exercising discretion set by clear guidelines, as to how tasks are performed with the aim of improving processes and procedures to the benefit of the unit.
- The freedom to act is not limited simply by standards and procedures and the quality of decisions and actions taken will often have an impact upon the performance of the employees being supported.

- Planning and prioritising own work in order to complete tasks within specific timeframes designated by the Coordinators and Team Leaders.
- Offering specialist advice to community members as an Approved Child Care Provider of Family Day Care. The effect of decisions and actions taken on individual clients may be significant but the decisions and actions are always subject to appeal or review by more senior employees.
- Coordination and management of funds received as an Approved Child Care Provider of Family Day Care.
- Ensuring compliance with all legal and financial aspects relating to funding approval.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- Objectives are usually well defined but the particular method, technology, process or equipment to be used must be selected from a range of available alternatives.
- Solving problems, using procedures and guidelines and the application of professional or technical knowledge or knowledge acquired through relevant experience.
- Problems are occasionally of a complex or technical nature with solutions not related to previously encountered situations and creativity and originality is required.
- Interpretation and implementation of Government requirements and regulations related to Approved Child Care Provision of Family Day Care.
- Manual subsidy calculations.
- Guidance and advice would usually be available within the time required to make a choice.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Ability to interpret and manage changes to procedures and processes based upon government requirements and regulations and an understanding of the underlying principles involved in these as distinct from the practices.
- An understanding of the role and function of the senior employees being supported, the long-term goals of the business unit and an appreciation of the goals of Council.
- An understanding of the function of the position within its organisational context, including relevant policies, regulations and precedents.
- Knowledge and operation of Harmony Software program.
- Knowledge and use of the Commonwealth Government Child Care Management system (CCMS).
- High level of attention to detail.
- Knowledge of internal and external systems and resources.
- Advanced skills in using MS Windows and software processes.
- Data base management

Management & Interpersonal skills

The essential position requirements include:

- Skills in managing time, setting priorities and planning and organising workload and in appropriate circumstances that of other employees to achieve specific and set objectives in the most efficient way possible with the resources available and within a set timetable.
- The ability to gain cooperation and assistance from clients, members of the public and other employees in the administration of well-defined activities and in the supervision of other employees where appropriate.
- Sound problem solving and resolution skills.
- Sound interpersonal and communication skills.
- Ability to write reports in the field of expertise and/or prepare external correspondence.
- Active participation as a member of the department to ensure a cohesive approach to achieving team and corporate objectives.
- Commitment to excellent customer service.
- Ability to undertake continuous review and implement improvements to the work process.

Verification & Approvals

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

	Name	Signature	Date
Occupant			

Appendix

Core Capability Framework – Team Member

Relationship Management

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

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

Planning & Organising

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

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

People Development

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

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

Future focused organisation

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

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

Outcome orientation

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

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

Service focus

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

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

Self-management

- Accepts personal responsibility for outcomes within their control

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

- Demonstrates the ability to regulate and adapt behaviour according to the circumstances and the audience
- Seeks out feedback with the purpose of reflecting on work performance with a view to self-improvement
- Models Greater Dandenong's ethical and organisational standards
- Acts decisively during times of ambiguity and pressure

Safety, health and wellbeing

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

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

Council's REACH Values

Respectful

We respect and care about our community, each other and ourselves.

We act with integrity at all times and in all matters.

We take time to listen to and seek to understand the other point of view.

We strive to understand and respect the diversity of our community and our workplace.

We understand our role in the community and respect the responsibility that comes with

Creative

We care about getting the best outcomes.

We constantly ask: What's the future and what's possible?

We have the courage to try new ideas.

We strive for excellence in everything we do.

Engaged

We listen to our community and respond.

We work together with our community and each other, to achieve the best outcome.

We have the confidence to challenge the status quo, to reach for better outcomes.

We are action-oriented in identifying and responding to new challenges.

Honest

We tell the truth, even when we know people may not want to hear it.

We form our opinions and give advice from sound, evidence based research.

We act with humility and apply the highest standards of ethical behaviour to everything we do.

Accountable

We are proud of our city, our community and our achievements.

We spend our time and effort on solutions rather than looking for someone to blame.

We take responsibility for our actions.

