

Position Description

Position Title	TEAM LEADER PLANTING AND ESTABLISHMENT
Directorate	City Futures
Department/Business Unit	Parks and Open Space
Team	Urban Forest
Classification	Band 6
Date	April 2026
Reports to:	Coordinator Urban Forest
Supervises:	Tree Planting & Maintenance Officer, external contractors
Internal Liaison:	Team Leaders, Parks Coordinators, operational staff, staff from other Council departments, such as the Contracts Unit, Planning, Civil Development
External Liaison:	Residents and the general Public in response to customer requests, Contractors, Service Authorities, Industry Groups and Government bodies

Position Objectives

The role of Team Leader Tree Planting and Establishment is to develop and implement Council's annual street and park tree planting and establishment program and affectively develop and expand Greater Dandenongs Urban Forest.

The role is also required to effectively manage in-house and contracted services, and to provide high level advice to Council and the community. The major accountabilities of the role are the quality of technical advice provided, staff and contract management, budget control and the effective management, development and delivery of Councils tree planting programs.

Providing ongoing support to the Coordinator Urban Forest and working collaboratively with Team Leaders Reactive and Programmed Tree Maintenance the incumbent will have a strong focus on time management, contract management, works planning, quality control, customer service and leading with innovation and industry best practices.

The Team Leader Tree Planting and Establishment may be required to undertake manual handling tasks in the field on an ad hoc basis.

Key Selection Criteria

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

- Tertiary qualification in Horticulture or Arboriculture
- Several year's experience working in a similar role in local government or a similar environment.
- Contract Management experience
- Experience in Urban Tree Management
- Demonstrated comprehensive knowledge of open space maintenance programs, with problem-solving skills with the capacity to inspire and support innovative thinking.
- Knowledge and skills in contemporary management practices, staff management, performance management.
- Effective interpersonal skills, incorporating verbal and written communication, listening, liaison, facilitation skills, as well as excellence in customer service delivery.
- Demonstrated capacity to effectively manage time, establish priorities, and achieve business and team objectives, despite conflicting pressures.
- Demonstrated Intermediate to Advanced PC literacy, incorporating MS Office applications.

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 (Employee Check)
- satisfactory (and ongoing) Police Check
- current valid (and ongoing) Victorian Driver's Licence
- ongoing First Aid (Level 2)
- ongoing Cardiopulmonary Resuscitation (CPR)

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Functional Responsibilities	<ul style="list-style-type: none"> • Provide strong advocacy and advice for increasing the urban forest across Greater Dandenong's public land. • Provide expert advice to Council and customers regarding tree selection, placement, planting, establishment and maintenance in accordance with existing Council policies and procedures and industry best practice. • Develop and deliver Councils annual tree planting programs and expand Councils Urban Forest in accordance with budgets and available resources. • Oversee the management of the Arboriculture contracts, including tree planting and establishment services. Maintaining records and issuing works and instructions, as well as conducting regular performance auditing to ensure service standards and contract requirements are met. • Undertake and document regular audits to ensure contractors are safe and compliant with Councils OH&S responsibilities and to ensure quality of street tree planting and establishment services are in accordance with industry best practice. • Lead triaging of customer requests, programming these works amongst scheduled works to ensure customer responsiveness whilst maintaining high quality outcomes. • Ensure that all tasks allocated to staff and contractors are carried out effectively and safely to defined quality standards. • Utilising Councils tree management program Forestree, maintain timely and accurate records of tree assessments in accordance with prescribed standards • Assist in the preparation and development of appropriate Horticulture / Arboriculture specifications for minor works, projects and in preparation to tender large procurements. • Assist with the preparation of annual operational budgets and monitor progress against budget by preparing regular reports on expenditure. • To contribute to the direction of the Department by participating in meetings and providing input to review systems and processes within the team to ensure flexible and responsive service delivery that meets and exceeds client expectations
Staff and Organisational Leadership	<ul style="list-style-type: none"> • Assist the Coordinator to provide guidance, motivate and develop members of the Urban Forest team. • Coordinate the work programs of the staff that report to the position. • Coach, mentor and model behaviours to guide the professional development of other staff.
Relationship Management	<ul style="list-style-type: none"> • Develop and maintain positive relationships with key internal and external customers to deliver outcomes aligned to the departmental and organisation objectives. • Develop and maintain a culture within the team of working across the department in delivering high quality open spaces, reporting issues and checking in with others • Contribute technical skills to organisational-wide decision-making.
Continuous Improvement Innovation	<ul style="list-style-type: none"> • Contribute to the development of processes to enhance service delivery based upon a continuous improvement philosophy.

	<ul style="list-style-type: none"> • Identify opportunities and implement outcomes for innovation through project delivery, partnerships and processes/procedures. • Ensure best practice approach to contemporary tree planting and establishment services. • Assist in the implementation of required improvements and innovative changes during program delivery, partnerships and processes/procedures with the support from the Coordinator Urban Forest. • Develop and maintain effective networking relationships with appropriate organisations in the community and region and partnerships with other agencies working towards ecologically sustainable development. • Provide comments and input into the development of local policies, strategies and guidelines • Promote best practice approach to contemporary tree planting and establishment, including tree selection, planting, establishment, mapping of assets and reporting.
Working out of Hours <i>(Delete if not relevant to this role)</i>	<ul style="list-style-type: none"> • This position may require participation in an 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.

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.

Child Safe Organisation

Greater Dandenong City Council has zero tolerance of child abuse and is committed to creating and maintaining a child safe and child friendly City where all children are valued and protected from abuse.

Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

Emergency Management	<ul style="list-style-type: none"> • Help Council fulfil its emergency management obligations by assisting in emergency management activities as required
Occupational Health and Safety	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> • Take reasonable care of their own health and safety. • Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves. • Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace. • Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures. • Participate in health and safety training programs and initiatives.

	<p>People managers have additional responsibilities to:</p> <ul style="list-style-type: none"> • Develop, implement, promote and review Council's OHS management system within their area of responsibility. • Work with Health and Safety and People and Change departments to ensure accurate and timely OHS reporting, and implementation of health and safety culture, policies, procedures, and training programs. • Ensure employee compliance with relevant OHS regulatory requirements through local and corporate policies and procedures in order to provide and maintain a safe work environment, including providing training and guidance on OHS responsibilities. • Monitor and review workplace environment to identify, manage and respond to any health and safety hazards and risks, including psychosocial.
Child Safety	<ul style="list-style-type: none"> • Demonstrate and promote a strong commitment to child safety, equity and inclusion, and cultural safety, in line with Council policies and the Victorian Child Safe Standards and foster this commitment across their team. • Ensure compliance with the Child Safety and Wellbeing Policy, Child Safe Code of Conduct, and all child safe policies and procedures, and support staff to understand and meet these requirements. • Report any child safety concerns including breaches of Child Safe Code of Conduct in line with Council policies, the Reportable Conduct Scheme, and legal obligations, and support staff to understand and meet these requirements.
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 <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 type="checkbox"/>	<input checked="" 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"/>
Decision making – required to exercise sound decision making while completing all aspects of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Problem solving – requirement to develop sound solutions to novel or unusual problems arising during the course of the day		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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		<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%
<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 checked="" type="checkbox"/>	<input type="checkbox"/>

Physical Requirements

- This position requires more than 10% (on average) daily work rate of manual handling/physical exertion
- This position requires a vision test
- This position requires a hearing test

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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – To lower the body		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Fine manipulation/pinch grip – Fingers are on one side of the object and thumb on the other, typically without the object touching the palm		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power/open hand grip – Using the whole hand to grasp an object, typically used to handle large or wide objects where the fingers are extended		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Writing/typing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Climb ladders		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or descend stairs		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low level work – Performing manual handling actions at or near ground level		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
Lift/Carry/Hold – Raising or lowering an object from one level to another and holding/transporting the object using the		<input checked="" type="checkbox"/>	<input 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%
<i>hands, arms or on the shoulders</i>					
Pushing/Pulling – Applying force to move something away or closer to one's self, including static positions		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – Amount of force or effort required to perform a specific task or part of a task		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight requirements – lift, carry, push, pull or hold					
1-5kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.1 – 20kg		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift floor to hip		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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)

- Provide input into the development of Policies and Strategies.
- Financial management of Planting and Establishment budget.

Accountability and Extent of Authority

The position is directly held responsible for:

- The incumbent provides advice to Coordinator Urban Forest and the public on Tree Planning and Planting and is responsible for the effective management of the tree planting and establishment contract and team.
- The freedom to act is governed by policies, objectives and budgets with a regular reporting mechanism, ensuring the achievement of the goals and objectives of the unit.

Decisions and actions taken will have a direct impact and are subject to review by the Coordinator Urban Forest.

The incumbent is responsible and accountable for:

- Supporting the Urban Forest team to develop and maintain Greater Dandenong's Urban Forest.
- The freedom to act is governed by clear objectives and/or budgets with a regular reporting mechanism to ensure adherence to goals and objectives.
- The effect of decisions and actions taken is usually limited to the quality or cost of the programs and projects being managed.
- 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.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- Assisting the Coordinator to ensure staff and contractors are operating safely and delivering the required services, mainly through undertaking compliance audits.
- The objectives of the work are usually well defined but the method, technology, process or equipment to be used must be selected from a range of available alternatives.
- Guidance and advice is available from the Coordinator Urban Forest.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Knowledge of relevant Regulations, Local Laws and Council Policies.
- Knowledge in contributing to tender specifications, the evaluation process, and contract administration
- Knowledge in developing, monitoring and reporting on budgets and participate in financial decision-making within the Department.
- Skills & knowledge in horticulture, tree health and stock selection, and managing an Urban Forest.
- Strong knowledge and understanding of contract management.
- IT systems including mobile work scheduling technology.
- An understanding of the long-term goals of the Urban Forest Team and the wider Open Space Department and of the relevant policies of both the department and an appreciation of the long-term goals of the Council.

Management & Interpersonal skills

The essential position requirements include:

- Skills in managing time, setting priorities and planning and organising one's own work and that of supervised employees to achieve specific and set objectives in the most efficient way possible within the resources available and within a set timetable.
- Contractor management (including OH&S).
- An understanding of and an ability to implement personnel practices including those related to equal employment opportunity, occupational health and safety and employees' development.
- Strong verbal and written communication skills.
- Conflict resolution skills.
- Ability to gain co-operation and assistance from clients, members of the public and other employees in the administration of defined activities and in the supervision of other employees.
- Communicate effectively, provide a high level of customer service at all times, deliver all correspondence in a professional manner and balance the needs of a variety of stakeholders whilst role modelling organisational values.

Verification & Approvals

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

	Name	Signature	Date
Occupant			

Appendix

Core Capability Framework – People Leaders

Relationship Management

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

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

Planning & Organising

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

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

People Development

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

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

Future focused organisation

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

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

Outcome orientation

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

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

Service focus

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

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

Self-management

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

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

Safety, health and wellbeing

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

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

Council's REACH Values

Respectful

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

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

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

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

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

Creative

We care about getting the best outcomes.

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

We have the courage to try new ideas.

We strive for excellence in everything we do.

Engaged

We listen to our community and respond.

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

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

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

Honest

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

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

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

Accountable

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

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

We take responsibility for our actions.

