

Position Description

Position Title	Service Unit Leader – Works & Fleet Services
Directorate	Business, Engineering & Major Projects
Department / Business Unit	Infrastructure Services & Planning
Team	Works & Fleet
Classification	Band 8
Date	February 2023

Reports to:	Manager Infrastructure Services & Planning
Supervises:	Team Leader Fleet & Operations Centre Service Team Leader Works Service Unit
Internal Liaison:	Executive Management Team, Team Leaders, Managers, Councillors and Staff
External Liaison:	Community Agencies, Authorities, Contractors, Members of the Public Community Groups, Consultants, Employer and Industry Organisations, Unions and Professional Bodies, Emergency Services, Relevant Government Departments (State, Local, Federal).

Position Objectives

Your primary purpose in this position is to:

- To effectively manage and lead the operations of the Works & Fleet Unit (**consisting of** two areas - Fleet & Operations Centre Service and Works Services) to ensure Business Plan, Service Standards, Budget and Specification and Integrated Management System outcomes are achieved using Continuous Improvement principles.

Key Selection Criteria

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

- A relevant tertiary qualification and further formal qualification in Works or Fleet (or equivalent in a related field) along with substantial subsequent relevant experience (which may include further formal qualifications in a relevant in the field of specialist) or alternatively lesser formal qualifications combined with extensive expertise in supervising and managing Works & Fleet functions in a large organisation. Relevant work experience, knowledge and skills should include:
 - developing quotations and contract specifications in accordance with corporate standards, approving, letting, and managing contracts.
 - developing and reviewing Business Plans and Annual Budgets, reporting on Business Plan outcomes, including monitoring and reporting on expenditure and variances
 - proven successful record of experience and skills in managing and leading a team to achieve business objectives,
 - Workforce planning including expertise in planning work, monitoring performance and contracts, ensuring quality controls and staff leave management
- Highly effective interpersonal skills, incorporating verbal and written communication, listening, liaison, presentation, negotiation, facilitation, and excellent customer service, resolving outstanding issues in a courteous, professional, and timely manner.
- Intermediate to advanced PC literacy, incorporating MS Office applications as well as EDRM systems such as Objective

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) Police Check
- ☒ current valid (and ongoing) Victorian Driver's Licence

Position Specific Responsibilities & Skills

In this position, you are responsible for:

<u>Leadership</u>	<ul style="list-style-type: none"> Promote a positive image of the Unit by demonstrating professionalism, ethical work standards and a high level of integrity, at all times, maintaining confidentiality regarding employees, ratepayers, and customers. Provide clear direction and open communication to facilitate values of openness and trust within the team Motivate staff by ensuring they have the necessary role clarification, support, and resources for the job, ensuring performance feedback is provided to individuals and the team Ensure staff have access to Safe Systems of Work to foster compliance and safe work practices in the Works & Fleet unit.
<u>Planning</u>	<ul style="list-style-type: none"> Develop and review Business Plans and Annual budgets to meet corporate and Departmental objectives. Plan and coordinate tasks to achieve Business Plan and Budget requirements, actively conducting reviews of services to ensure relevance, efficiency, and effectiveness Develop and review maintenance and operational programs including through Workforce planning to ensure appropriate staffing levels. Staff planning, incorporating work allocation, workflows, performance, quality controls and leave management.
<u>Operational</u>	<ul style="list-style-type: none"> Manage the day-to-day operations of Works & Fleet, implementing and monitoring programs to achieve Councils' adopted service standards and adjust where necessary to deliver high quality and responsive services. Develop and manage the Unit budget, maintaining an ageing and ever-increasing asset base within available funding ensuring compliance with relevant legalisation, regulations, and codes of practice Commit expenditure and approve payments within the budget, to an amount delegated by the Chief Executive Officer and Manager. Develop quotations and contract specifications in accordance with corporate standards, approving, letting, and managing contracts for the provision of services to the Works & Fleet Unit within annual budget limits and authority. Ensure all OH&S requirements are adhered to and identify training needs and implement appropriate training programs as required
<u>Organisational Requirements</u>	<ul style="list-style-type: none"> Ensure Council policies / procedures are followed, and Continuous Improvement principles are applied, specifically, to the operation of the Works & Fleet Unit Ensure staff appraisals are undertaken and finalised in accordance with Councils' performance management system, exercising and facilitating appropriate disciplinary action with staff in accordance with Councils' policies and procedures. Actively pursue safe systems of work through (but not limited to) its documentation, processes, and systems. Participate in Business Continuity planning and Emergency responses for the Works & Fleet Unit, and lead change in accordance with Council's Change Management principles
<u>Customer Service</u>	<ul style="list-style-type: none"> Respond to customers including Councillors, (verbally and in writing) in a courteous, professional, and timely manner in accordance with Council standards and policies Reduce customer requests for routine maintenance issues, investigating customer requests and resolving outstanding issues, regularly reviewing, and updating Service Charters.
<u>Reporting</u>	<ul style="list-style-type: none"> Report on business plan outcomes, including monitoring and reporting on expenditure and variances. Provide specialist advice and produce reports on Works & Fleet related issues. Ensure safety, quality and environmental reports are compliant and meet organisational requirements.
<u>Innovation and Change</u>	<ul style="list-style-type: none"> Seek out new ways of doing things, providing a more innovative and efficient service in the pursuit of Continuous Improvement, leading change in accordance with Council's Change Management principles. Contribute to the ongoing development of relevant organisational standards, challenging existing operational methods to ensure best practice.

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
Child Safety	<ul style="list-style-type: none">• 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:

Vision and Hearing Requirements

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

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

Cognitive Requirements	Frequency (% of the working day)			
	Rare/Never	Occasional 0 – 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 checked="" 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 individual's personal control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 10-15% manual handling/physical exertion
- ☐ This position requires more than 10-15% manual handling/physical exertion

Physical Requirements	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 checked="" type="checkbox"/>	<input 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 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Climb ladders	<input type="checkbox"/>	<input checked="" 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"/>
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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"/>
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"/>
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 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Band descriptors (as defined in Council's Enterprise Agreement)

These descriptors help to classify the position:

Accountability and Extent of Authority

The position is directly held responsible for:

- Effectively managing and leading the operations of the Works & Fleet Unit, with the freedom to act governed by the goals and policies of Council and by statute and relevant subordinate legislation. Decisions and actions taken in this regard may have a substantial effect on the community or sections of it.
- When managing the Works & Fleet Unit Business Plans and Annual Budgets, the freedom to act is governed by broad goals, policies, and budgets with periodic reviews to ensure conformity with those goals and a reporting mechanism to ensure adherence to budgets in line with financial delegations of authority. Decisions and actions taken in this regard may have a substantial effect on the operational unit being managed or on the public perception of the wider organisation
- Managing the Works & Fleet Unit within periodic professional and regulatory reviews to ensure conformity with corporate and departmental objectives, including:
 - Leadership which incorporates professionalism, and ethical work standards to provide high-quality specialised advice and reporting on Works & Fleet related issues along with excellent customer service standards to ensure outstanding issues are resolved.
 - Ensuring Council policies and procedures are followed with integrity and compliance and continuous improvement principles are applied to all operations of the business unit teams particularly to identify and manage risk issues.
 - Ensuring the business unit teams have the necessary role clarification, support, resources, and training for the job through effective staff planning, work allocation, workflows, performance, quality controls and leave management.
 - Ensuring contract management is in accordance with corporate standards and safety, quality and environmental practices and principles are applied to the highest standards.
- Under direction of the Manager Infrastructure Services & Planning interpret develop and implement policy options and strategic plans, with the freedom to act being wide and limited only to the areas nominated by Employer or the corporate management
- Providing high quality specialised advice and reporting on Works & Fleet related issues to Council to increase the effectiveness of Council's activities in this area and ensure compliance with relevant regulations. The advice and counsel provided by this position is relied upon for guidance and part-justification for adopting particular Works & Fleet Unit policies the impact of which may be substantial upon the organisation and/or the community. The freedom to act is wide and limited only to the areas nominated by corporate management.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

- This position involves both problem-solving and policy development. Methods, procedures, and processes are less well-defined, and employees are expected to contribute to their development and adaptation. The work will typically require the identification and analysis of an unspecified range of options before a choice can be made.
- Employees at this level will identify and develop policy options in their own functional area for consideration and choice by their manager or by Council.

Independently:

Required to make well thought through, sound judgements and decisions on:

- Application of specialist expertise, advice, and recommendations particularly to resolve customer requests.
- Allocation of staff and other resources to meet work demands, including planning, priorities, and contingencies.
- Developing and managing business plans and budgets and development of operational strategy and policy options.
- Managing contracts and contractor performance as well as staff performance and leave management
- Determining and applying corrective actions including developing, reviewing, and varying maintenance programs.

- Financial commitments, expenditure, and payments.

With Input from Manager Infrastructure Services & Planning:

- Resolve contract disputes and Human Resource issues quickly and efficiently with minimal impact before they escalate.
- Consider long and short-term resource planning issues, including developing team training and development programs to maximise productivity.

Recommends to the Manager Infrastructure Services & Planning:

- Variations to Service Standards to adapt to and meet the needs of different situations if they are considered significant to unit/department
- Opportunities for feasible efficiency gains and improvements to work systems, work procedures and structures which result in cost savings and more efficient business practices

Guidance:

- Work independently under broad direction from the Manager Infrastructure Services & Planning.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Proficiency in the application of a range of theoretical and scientific approaches in the search for solutions to new Works & Fleet problems and opportunities, some of which may be outside the original field of specialisation by the employee. This should be based upon:
 - Extensive expertise in supervising and managing Works & Fleet functions in a large organisation including project and contract management expertise to achieve corporate business requirements and a sound knowledge of budgeting and relevant accounting and financial procedures.
 - Proven record of experience and skills in managing and leading service teams ensuring quality controls to achieve the business objectives through planning work, monitoring performance, and balancing staff leave arrangements
- An understanding is required of the long-term goals of the wider organisation and of its values and aspirations and of the legal and socio-economic and political context in which it operates
- Intermediate to advanced PC literacy, incorporating MS Office applications as well as EDRM systems such as Objective.

Management & Interpersonal skills

The essential position requirements include:

- The coordination of large numbers of employees including tertiary qualified employees or employees with extensive experience, in the management of Works & Fleet Unit functions to balance operational, service, staffing and strategic functionality.
- Proven time management and facilitation skills to manage a broad range of projects, staff, and tasks simultaneously to meet tight deadlines and achieve outcomes and goals, taking account of organisational and external constraints and opportunities
- Leadership skills to influence others in terms of inspiration, motivation, and empowerment to achieve agreed outcomes including through coaching, educating, mentoring, and developing staff.
- Excellent customer service focus supported by actions and outcomes combined with highly effective interpersonal and presentation skills, incorporating verbal and written communication, active listening / facilitation, and liaison / consultation / negotiation skills.
- Demonstrated ability to persuade, convince or negotiate with clients, contractors, members of the public, other employees, tribunals, and persons in other organisations in the pursuit and achievement of specific and set Works & Fleet Unit objectives.

Verification & Approvals

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

	Name	Signature	Date
Prepared by	Leanne Johnson		February 2023
Manager	Matt Berry		February 2023
Director	Paul Kearsley		February 2023
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

- Demonstrates commitment to quality client/customer service

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

- 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.

