

Position Title	Strategic Lead – Digital Communications and Web
Directorate	Corporate Development
Department/Business Unit	Communications and Customer Experience
Team	Communications and Engagement
Classification	Band 7
Date	1 January 2025

Reports to:	Senior Coordinator, Media and Communications
Supervises:	Social Media and Digital Adviser; Web Content Adviser
Internal Liaison:	Departments, Managers and Executives across Council; other Strategic Leads within the departments including Publications, Engagement and Visual Communications and Brand
External Liaison:	Vendors and contractors for web design and development, graphic design, print production, peers at other Councils, state government partners.
Hours:	Occasional and limited out of hours contact may be necessary, to post web banners or social media posts, especially where there is a risk to public health or safety or significant reputational risk to Council. Any out of hours contact or work will be recognised through time-in-lieu or overtime.

Position Objectives

Your primary purpose in this position is to:

- Lead the governance, maintenance and development of Council's suite of Drupal websites
- Lead the strategic approach to EDMs, social media, SMS and other digital media
- As part of a leadership team, undertake strategic communications planning and collaboration with teams across Council, to most effectively communicate and market Council services
- Contribute to the overall reach and engagement with our messages, including people of diverse ages, cultural and language backgrounds and businesses
- Leading by example, take a digital-first approach to effective communications and marketing

Key Selection Criteria

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

- Experience in managing contracts for the development, design, maintenance and upgrades of Drupal websites
- Experience in leading, training, collaborating with, training and fostering the development of web content contributors across a large and diverse organisation
- Demonstrated experience in overseeing a large-scale web project or redevelopment
- Contemporary experience in growing and maintaining vibrant engagement in social media channels, with a focus on Facebook, Instagram and LinkedIn, with a view to expanding into more youth-focused channels
- General experience in strategic communications planning,
- Contemporary experience in designing, developing and growing engagement in EDMs, including segmentation and stewardship of various subscription lists and audiences
- Demonstrated ability to foster an evidence base to support decision making and advice on digital communications

- Experience in developing integrated strategic communications plans
- Demonstrated people management and leadership skills including ability to motivate and develop staff, provide specialist advice and promote teamwork and professional practices and brand across the organisation
- Excellent communication and interpersonal skills including ability to build strategic partnerships, manage conflicts and draft professional correspondence including liaise with a variety of audiences in a sensitive and culturally appropriate manner

The following will be **highly regarded**:

- Recent experience designing templates and managing lists and audiences in Campaign Monitor
- Experience as an Administrator of Social Pinpoint
- Knowledge of and experience as a Drupal administrator, on GovCMS or stand alone
- Experience in leading content planning and creating an information architecture, using a variety of techniques, with SMEs to plan their content with a customer-centric approach
- Experience in applying human-centred design and testing, or championing a customer-centric approach to digital communications

As part of the Selection Criteria, you must hold and supply these licences, registrations, certificates, etc., prior to offer of employment and commencement and continue to maintain them throughout your employment in this role with Council:

- satisfactory (and ongoing) Working with Children’s Check
- satisfactory (and ongoing) Police Check

Position Specific Responsibilities & Skills

In this position, you are responsible for:

Stewardship of Council websites	<ul style="list-style-type: none"> • Liaise with vendors to ensure web updates, patches and security matters are undertaken in a timely way with minimal disruption • Plan and implement a program of web development work with vendors and internal stakeholders across Council, across our several external and internal websites • Provide training and support for a network of internal web champions and content creators • Support the continuous improvement of an information architecture and web presence that makes it easy for our customers to find information and self-serve
Leadership of digital media	<ul style="list-style-type: none"> • Provide evidence-based advice on continuous improvement or future directions to maintain contemporary relevance and effectiveness of our communications • Convene communities of practice; provide training, support, and advice to other officers across Council and sector peers, and be ready to learn from others, about new developments or approaches to digital communications • Establish and report on appropriate metrics to demonstrate the effectiveness of communications campaigns and activities; develop insights, provide advice and make recommendations about future channels to prioritise • Provide leadership to others on social media, EDMs, SMS and other digital communications • Provide leadership to others on adherence to Council’s brand, especially in visual communications, graphic design and print.
Strategic communications planning	<ul style="list-style-type: none"> • Experience in developing integrated strategic communications plans across owned, earned and purchased channels, taking a digital-first approach but also incorporating print and in-person

	<ul style="list-style-type: none"> • Provide strategic advice to internal teams on the most effective ways of communicating or marketing their services or behaviour change campaigns, with a strong sense of budget and proportion • Collaborate with the leads within the Communications & Engagement team to ensure the team is balancing competing priorities within existing resources
People leadership	<ul style="list-style-type: none"> • Undertake effective team leadership through appropriate selection, induction, training, development and performance management of direct reports • Foster an empowered, collaborative and creative environment where all team members are valued • Contribute positively to team morale, set high standards of integrity and conduct
Internal Communications	<ul style="list-style-type: none"> • Oversee the production of internal communications as required • Liaise with and assist Council departments with the preparation of internal communications messages and campaigns. • Coordinate the messaging, design and execution of internal corporate campaigns.
Corporate leadership	<ul style="list-style-type: none"> • Undertake cyclical and ad hoc reporting, with a focus on accountability and gathering insights to inform evidence-based decision making and advice • Undertake procurement and contract management activities in line with the Procurement Policy and a focus on value-for-money • Ensure all communications are in line with Council's brand
First Aid Activities	<p>Managers are responsible for:</p> <ul style="list-style-type: none"> • ensuring that there is adequate coverage for the provision of First Aid within their work area • providing for the continuity of training of Designated and First Aid Certified Officers DFAOs and FACOs • the supervision and effective execution of their duties.

Core Organisational Capabilities

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

REACH Values

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

Organisational Responsibilities

Everyone at Council has the following responsibilities and obligations:

Emergency Management	<ul style="list-style-type: none"> • Help Council fulfil its emergency management obligations by assisting in emergency management activities as required
Occupational Health and Safety	<p>All employees have responsibilities to:</p> <ul style="list-style-type: none"> • Take reasonable care of their own health and safety. • Take reasonable care that their acts do not adversely affect the health and safety of other persons or themselves. • Follow policy, procedure or instructions to ensure as far as is reasonably practicable a safe workplace.

	<ul style="list-style-type: none"> Report all incidents, injuries and near misses to their supervisor immediately and adhere to Council's occupational health, safety and return to work (RTW) policies and procedures. Participate in health and safety training programs and initiatives. <p>People managers have additional responsibilities to:</p> <ul style="list-style-type: none"> Develop, implement, promote and review Council's OHS management system within their area of responsibility. Work with Health and Safety and People and Change departments to ensure accurate and timely OHS reporting, and implementation of health and safety culture, policies, procedures, and training programs. Ensure employee compliance with relevant OHS regulatory requirements through local and corporate policies and procedures in order to provide and maintain a safe work environment, including providing training and guidance on OHS responsibilities. Monitor and review workplace environment to identify, manage and respond to any health and safety hazards and risks, including psychosocial.
Child Safety	<ul style="list-style-type: none"> Understand obligations and act in an appropriate manner with and around children Promote positive work practices with children Establish boundaries around acceptable and unacceptable behaviour in relation to children Adhere to reporting obligations where there is suspected or discovered child abuse
Climate Change & Sustainability	<ul style="list-style-type: none"> Help support Council's response to the climate emergency by helping facilitate a whole-of-organisation approach where climate change mitigation and adaptation is embedded into all Council services, assets, operational and decision-making processes.
Compliance	<ul style="list-style-type: none"> Remain mindful of the requirements of the Victorian Charter of Human Rights at all times Manage Council records in accordance with the relevant Council policies and corporate requirements to protect personal information. Perform other duties as directed within the limits of acquired skills, knowledge, and training. At all times, take responsibility for maintaining the strictest levels of confidentiality regarding ratepayers, customers and employees. At all times, comply with Council's Code of Conduct - Staff.
Diversity, inclusion and equity	<ul style="list-style-type: none"> Demonstrate an understanding of and the ability to work with, diversity in the workplace, including: <ul style="list-style-type: none"> zero tolerance of racism and expectations that staff will act on incidents of racism supporting Aboriginal and Torres Strait Islander children to express their culture and enjoy their cultural rights.
Gender Equality	<ul style="list-style-type: none"> Prevent and address violence against women and workplace sexual harassment, including by modelling acceptable behaviour, responding decisively to improper conduct and properly managing initial disclosures

Inherent requirements of the position

These are the essential requirements of this position:

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

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	Task details (typical tasks)	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 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Communicating with others – Verbally		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communicating with others - Written		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Focused Attention to task – high levels of attention required to minimise errors and ensure accuracy		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Concentrating – high levels of concentration required while completing required tasks		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planning and sequencing tasks and activities		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Decision making – required to exercise sound decision making while completing all aspects of the position		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input type="checkbox"/>
Emotional resilience – exposure to stressful situations including meeting specified deadlines and production demands, 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		<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	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
<i>at short notice</i>					

Physical Requirements

This position does not require more than 10-15% manual handling/physical exertion

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
Mobility/Postures					
Sitting – <i>stay in a seated position</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standing – <i>standing in an upright position, moving less than 3 steps</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking – <i>In an upright position, moving more than 3 steps</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crawling – <i>Move on the hands & knees or by dragging the body close to the ground</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-manual handling					
Crouch/squat – <i>To lower the body by bending forward from legs and spine, buttocks on or near the heels</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – <i>To lower the body</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bending – <i>To bend forward and down from the waist or the middle of the back, rounding the shoulders and back for more than 3 seconds</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching – <i>Extending arms out in any direction</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twisting/trunk rotation – <i>Rotating the body to one side or the other without moving the feet</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fine manipulation/pinch grip – <i>Fingers are on one side of the object and thumb on the other, typically without the object touching the palm</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Power/open hand grip – <i>Using the whole hand to grasp an object, typically used to handle large or wide objects where the fingers are extended</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low level work – <i>Performing manual handling actions at or near ground level</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual Handling					
Lift/Carry/Hold – <i>Raising or lowering an object from one level to another and holding/transporting the object using the hands, arms or on the shoulders</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling – <i>Applying force to move something away or closer to one's self, including static positions</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kilograms of force (kg.f) – <i>Amount of force or effort required to perform a specific task or part of a task</i>		<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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.1 – 10kg		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.1 – 15kg		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Physical Requirements	Task detail	Frequency (% of the working day)			
		Rare Never	Occasional 0 – 33%	Frequent 34 – 66%	Constant >66%
15.1 – 20kg		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift floor to hip		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift waist to shoulder		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lift overhead		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/pulling		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

These descriptors help to classify the position:

Accountability and Extent of Authority

The position is directly held responsible for:

- The delivery of a comprehensive range of information and support to the organisation and municipality within corporate guidelines, with:
 - o the freedom to act governed by policies, objectives, and budgets, agreed timeframes and service standards,
 - o a regular reporting mechanism to ensure achievement of goals,
 - o decisions and actions taken having a significant effect on the programs or projects being managed or on the public perception of the wider organisation
- Investigating, analysing, and creating policy, operational or technical options relating to Digital Communications with the freedom to act generally prescribed by a more senior position. The quality of the work can have a significant effect on the policies being developed.
- Liaising effectively with both internal and external stakeholders to achieve departmental goals and set objectives of the position, providing specialist advice to stakeholders with the freedom to act being subject to professional and regulatory review. Decisions made, or advice given may have a substantial impact on individual stakeholders or classes of stakeholders.

Judgement and Decision-Making Skills

Judgement and decision making is within the following scope:

Independently

- Apply effective problem solving and conflict resolution skills in a wide variety of situations, with capacity to make independent decisions that are based on specialised knowledge, applying methods, procedures and processes that are generally developed from theory or precedent.
- The problem-solving and conflict resolution processes come from the application of these established techniques to new situations.
- Identify and develop Digital Communications options and techniques for consideration by the Senior Coordinator or Manager.

With input from the Senior Media and Communications Coordinator

- Decisions relating to expenditure require the approval of the Senior Media and Communications Coordinator.
- Where the incumbent's decisions will have a significant effect on the department or other business units.

Recommends and identifies to the Senior Media and Communications Coordinator

- Solutions to unplanned issues, problems and issues that arise outside the decision-making parameters of the position.

Guidance

- Guidance is not always available within the organisation, especially on technical matters relating to web maintenance, development, upgrades and problem-solving.

Specialist Knowledge and Skills

The position requires the following essential skills and knowledge:

- Proficiency in the application of theoretical or scientific disciplines in the search for solutions to new Digital Communications problems and opportunities.
- A sound understanding of the long-term goals of the wider organisation and of its values and aspirations, and of the legal and political context in which it operates
- Policy formulation, analytical and investigative skills are required to enable the formulation of policy options from within a broad organisation-wide framework.
- Advanced skills in the use of MS Office Suite of products, as well as proficiency in Adobe Pro, Canva, Drupal CMS and other relevant Council programs / systems.
- The ability to quickly acquire new IT and digital technology skills and proficiency and to be a self-guided learner.
- An understanding is required of the long term goals of the wider organisation and of its values and aspirations and of the legal and political context in which it operates.

- Knowledge of and familiarity with the principles and practices of budgeting and relevant accounting and financial procedures may be required.

Management & Interpersonal skills

The essential position requirements include:

- Manage time, set priorities, plan, and organise own work in the most efficient way possible within the resources available and within a set timetable despite conflicting pressures.
- Demonstrated ability to work as an effective team member and work independently, as well as flexibility in work hours.
- Gain cooperation and assistance from stakeholders, members of the public and other employees in the administration of broadly defined activities.
- Ability to liaise with counterparts in other organisations to discuss and resolve specialist matters and with other employees in their own organisation to resolve intra-organisational problems.
- Highly effective interpersonal and presentation skills incorporating excellent verbal and written communication, active listening, facilitation, liaison, and consultation skills, including the ability to write clear, concise, and well-structured reports to the relevant audience.
- An understanding and an ability to implement personnel policies and practices including awards, equal opportunity and occupational health and safety policies, recruitment and selection procedures and techniques, position descriptions and employees development schemes. Also expected to contribute to the development and implementation of long term staffing strategies.

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			

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

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

