



the place  
to live

# Manager Governance and Corporate Strategy September 2020





## **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER SUE WILKINSON**

The City of Darebin is experiencing a period of great opportunity as a fast changing, vibrant municipality in Melbourne's inner north.

Home to residents from over 100 countries who speak over 100 languages, Darebin is a microcosm of rich multicultural diversity. It is also a series of villages, with some of its streetscapes preserved from Melbourne's early history, adapted to express our contemporary lifestyle. Fostering and celebrating our diversity and enhancing community connectedness is central to everything we do.

As a progressive leader in sustainability and social justice, Council has set an inspiring vision to ensure quality of life for current and future generations - responding to the climate emergency, growing inequality and unprecedented growth.

To deliver that vision, a contemporary organisational structure has been established to enhance innovation and collaboration at Darebin, strengthen our reputation and enable deeper engagement with a community passionate about preserving what they love most about their city. We must be a modern, positive organization which is future focused and delivers excellent service.

This role is an exciting opportunity to be a part of a visionary team committed to demonstrating inspirational leadership and championing the vision of a sustainable, vibrant and community oriented municipality.

**Sue Wilkinson**  
**CHIEF EXECUTIVE OFFICER**

## DAREBIN AT A GLANCE

Darebin Council is very clear in its aspirations for a greener, bolder, more connected city. We are deeply committed to strengthening our community and demonstrating leadership for the 150,000 people from 148 countries who call Darebin home. We are working hard to address the critical issues affecting our community including the climate emergency, unprecedented growth and change and growing inequality.

### Growth

The City of Darebin is one of Australia's fastest growing areas, located in the northern suburbs of Melbourne, an covering area of around 53 square kilometres of land and encompassing the areas of Bundoora, Kingsbury and Macleod, Fairfield and Alphington, Northcote, Preston, Reservoir, Coburg and Thornbury.

Darebin is changing as Melbourne's population grows and its suburbs are becoming highly sought after places to live because of good transport, amenity and access to employment. Around 40% growth is expected in the next 20 years.

### Diversity

We are home to one of the largest, most diverse communities in Victoria in terms of culture, language (around 140 languages are spoken), religion, socio-economic background, employment status, occupation and housing need.

We have one of the largest populations of Aboriginal and Torres Strait Islander (ATSI) residents in metropolitan Melbourne.

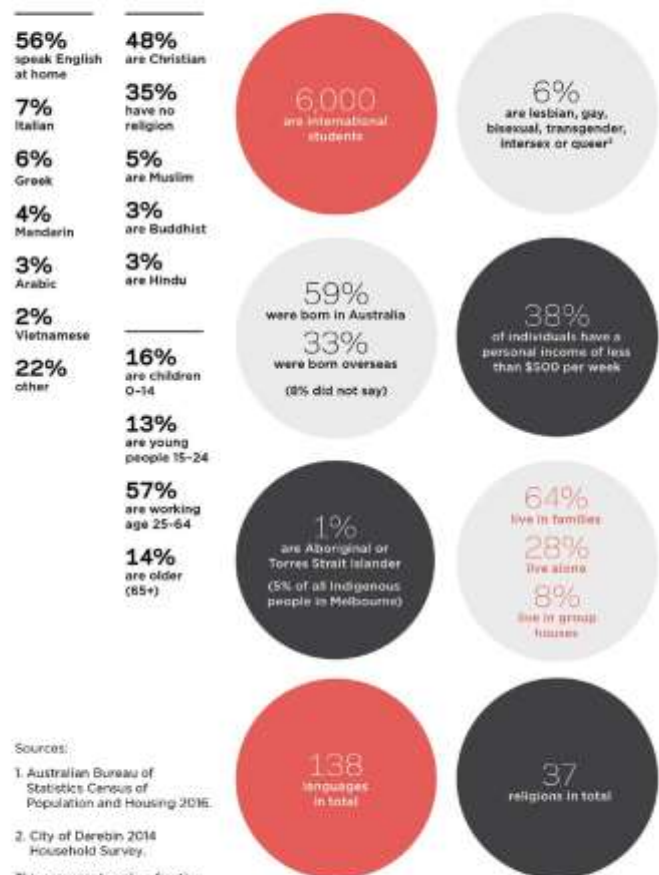
We know that one in five Darebin residents is affected by a disability of some kind, and that almost one-third require assistance.

Nearly 6 percent of our population, 16 years and over identify as bisexual, gay, lesbian or 'other' sexuality.

### Households

While the social and economic prosperity of Darebin is changing and more residents are earning higher incomes, there are many people in Darebin who experience disadvantage and our unemployment rate of 6.3 percent is higher than the greater Melbourne figure of 5.9 percent.

## WHO ARE WE?





## OUR SERVICES

The City of Darebin provides over 100 services to residents, businesses and community groups, from the early years – maternal and child health and family services, through to retirement and seniors activities. Services are also available to support new businesses, maintenance of roads, footpaths and drains, waste collection, youth services, libraries, sports grounds, arts programs, festivals and more.

## DAREBIN 2021

Our Councillors understand that there are number of challenges facing our country and community, and have outlined a number of actions that will enable us to meet these head on. To live our vision of being 'A greener, bolder, more connected city' we will:

Be leaders in creating a sustainable city through local **innovation projects that address climate change**.

Improve the **wellbeing** of people in our community by **providing opportunities** for them to live their lives well.

Ensure our planning system facilitates **high-quality and sustainable development** that extracts social, environmental and economic benefits for our community

**Support and attract a diversity of local businesses and industries** by fostering an environment in which they can thrive

Lead on **equity** and recognize our **diverse community** as our greatest asset for solving future challenges

Be a **leading, modern, and open council** to meet our challenges, now and in the future.

The Council is also committed to the six principles of the Good Governance Charter:

- Transparency
- Accountability
- Equity and Inclusion

- Effectiveness and Efficiency
- Community Engagement
- Ethical Decision Making

## DAREBIN ON THE MAP

The City of Darebin is located in the inner northern metropolitan region of Melbourne and is well connected by public transport.

You can catch a train, bus or tram to get to Northcote, Thornbury and Preston with easy access to Preston Market or Northland Shopping Centre.

- Train: Bell & Preston Station [South Morang line] [Parkiteer](#) bike cage at Preston Station
- Tram: [Route 86](#) & [Route 11](#)
- Bus: [Route 552](#), [Route 553](#), [Route 527](#), [Route 526](#), [Route 903](#), [Route 555](#)
- Walking and Cycling: St Georges Road shared path, Oakover Road shared path, Cramer/Gower Streets, Raglan Street, Darebin Creek Trail, Victoria Street bike lanes
- Driving: for parking restrictions and conditions see: [gis.darebin.org](http://gis.darebin.org)
- Access and Mobility: to find accessible toilets, car parking, public transport stops and routes and pedestrian crossings around the Preston Central Shopping Centre see the Preston Access and Mobility Map.



## ORGANISATIONAL STRUCTURE

Division	Purpose	Teams
<b>Office of the CEO</b>	Strategic leadership to the organisation and strategic timely advice to the Council. Stakeholder engagement and advocacy. Leading transformational cultural change	Advocacy Culture Change & Transformation Mayor, Councillor & CEO Support
<b>City Sustainability and Strategy</b>	Planning for the long (50+ years) & medium term future of the City of Darebin to ensure that growth and development is sustainable, high quality & delivers social, environmental & economic benefits for our community. Design & delivery of sustainable innovative place-based strategies; leadership in sustainability, cultural & integrated development approvals & regulatory compliance.	City Development City Safety and Compliance Environment and Sustainable Transport City Futures
<b>Operations and Capital</b>	Delivering sustainable operations & services including open space, parks, roads, paths & drainage networks, facilities and assets management, fleet, waste management. Delivering all capital projects including for roads and infrastructure, parks, playgrounds, streetscapes, public places, recreation facilities. Building sustainable practices & outcomes into all aspects of the Council's operations & asset management.	City Works Parks and Open Space Assets and Capital Delivery
<b>Community</b>	Strengthening Council's external focus on equity and diversity, and community wellbeing. Planning and delivery of community services for all life stages and for all of our community through aged care support, families, children, youth, libraries, community hubs, arts and creative industries, leisure and sports. Advocacy and programs.	Aged and Disability Families Youth and Children Creative Culture and Events Recreation and Libraries Equity and Wellbeing
<b>Governance and Engagement</b>	Delivering excellence in governance through transparent, high quality services which supports all aspects of Council business. Strengthening the external focus on community engagement and customer service. Enhancing our delivery through integrated planning, risk management, business improvement, infrastructure, asset and service planning, property management.	Governance and Corporate Strategy Finance Assets and Business Improvement People and Development Information Services Communications and Engagement

## THE DIVISION – GOVERNANCE AND ENGAGEMENT

The Governance and Engagement Division has an annual budget of around \$19 million, with approximately 150 ongoing and casual staff.

Function	Purpose	Includes
<b>Manager Governance and Corporate Strategy</b>	Ensure that Council governance and decision-making is supported by appropriate, robust and contemporary processes and practice, and that long-term community and corporate planning is integrated and strategic.	Council Business Corporate Planning
<b>Finance</b>	Strategic financial planning and analysis, reporting, procurement and project management.	Valuations Revenue Financial Accounting Management Accounting Project and Financial Strategy Procurement and contracts Payroll
<b>Assets and Business Improvement</b>	Ongoing improvement of business practice across the organisation including mitigation and response to risk. Long term planning for the sustainability of Council's infrastructure assets and management of Council's property portfolio.	Risk & Improvement Property Services Asset Planning
<b>People and Development</b>	Workforce planning and building capability through learning and development, leadership development and quality industrial relations and recruitment practices. Supporting leaders and managers with ensuring accountability and productivity focus.	Industrial and Employee relations Learning and development Workforce planning OHS
<b>Information Services</b>	Enable transformation through digital capability and high quality technology solutions and services.	Digital services Help Desk IT Infrastructure Corporate information
<b>Communications and Engagement</b>	Position Darebin as a lead on equity and recognition of diversity; promote social inclusion and active participation. Build effective community engagement into all aspects of the business; develop strategy, standards and capabilities for the organisation. Media, marketing and communications services.	Community Engagement Communications and Marketing Customer Service Advocacy

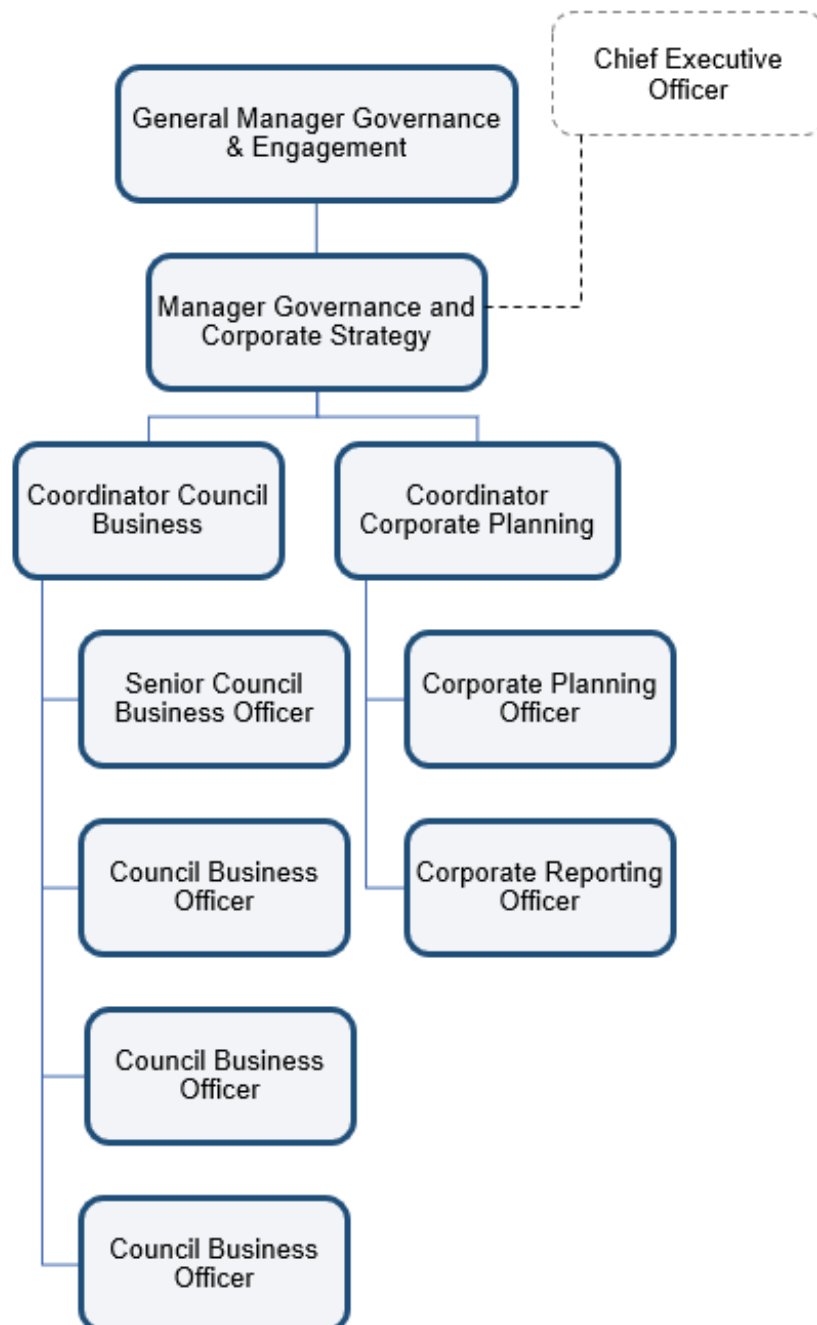
## POSITION OVERVIEW

The City of Darebin is seeking to appoint a highly experienced and forward-thinking leader to join the leadership team in the position of Manager Governance and Corporate Strategy.

Reporting to the General Manager Governance and Engagement, but working closely and directly with and to support the Chief Executive Officer on a regular basis, the position has accountability for Darebin's Council Business and Corporate Planning functions.

This is an outstanding opportunity for a career-focused professional with exceptional strategic, financial management, project management and people motivational skills, gained in the public, not-for-profit or private sectors.

You will be politically astute, responsive and innovative, with the capacity to drive positive organisational change. The experience you bring to this role will include building capacity of staff, developing strategic approaches and delivering outcomes aligned with organisational priorities.



## JOB DETAILS

<b>Title:</b>	<b>Manager Governance and Corporate Strategy</b>
<b>Classification:</b>	<b>Senior Officer</b>
<b>Status:</b>	<b>Full-time</b>
<b>Hours:</b>	<b>38 hours per week or those reasonably required to discharge the duties of the role</b>
<b>Division:</b>	<b>Governance and Engagement</b>
<b>Department:</b>	<b>Corporate Governance</b>
<b>Location:</b>	<b>274 Gower St, Preston</b>

## ORGANISATIONAL RELATIONSHIPS

<b>Reports to</b>	<b>General Manager Governance &amp; Engagement</b>  <i>(with a 'dotted line' reporting line through to the CEO indicative of the day-to-day working relationship with and direct support provided to the CEO by the Manager Governance and Corporate Strategy)</i>
<b>Internal</b>	Councillors
	Executive Management Team
	All Managers and Coordinators
	All staff
<b>External</b>	Community
	Customers
	Government bureaucrats
	Consultants
	Contractors
	Service providers
	Industry Professionals and peak bodies
<b>Reporting to this position</b>	Coordinator Council Business
	Coordinator Corporate Planning

## GENERAL ACCOUNTABILITIES

The Manager Governance and Corporate Strategy supports the delivery of the Council Plan through high quality services and project management and through the development of medium and long term strategies that reflect the changing nature and expectations of Darebin communities, and organisational and legislative requirements.

Providing strategic direction and inspirational leadership, you will build the internal capacity and capability of the organisation to deliver customer experience excellence, communications, engagement and advocacy. You will work with a diverse range of stakeholders, respond to service reforms and focus on ways to address the changing requirements of the Darebin community and realise the Council's vision for Darebin to be a leader in social inclusion and sustainability.

### Overall Leadership

- Support planning of the Council's key priorities and objectives and ensure effective delivery, monitoring and reporting of the progress of the Council Plan.
- Assist the Council in the development of strategies and plans and provision of expert and informed analysis and strategic advice in accordance with legislation.
- Build and maintain a professional relationship between the Council and the organisation based on mutual trust, respect, openness and understanding.
- Promote stakeholder understanding of Council's role and enhance the reputation of City of



Darebin through collaborative relationships and partnerships with stakeholders including community, business and government.

- Make a positive contribution to the performance and culture of the City of Darebin by actively demonstrating strong leadership with colleagues, staff and through promoting cross-organisational engagement.
- Promote, encourage and sponsor innovation and engagement to achieve high quality community focused service delivery and sustainability outcomes.
- Ensure strategies, plans and delivery of services are focused on a sustainable city, which maximise the social, cultural, economic and environmental benefits for all residents.

### **Departmental Leadership**

- Support the leadership of the Governance and Engagement Division, promoting the corporate values, standards and policies
- Drive strategic reforms in business practice to improve the delivery of services, projects and programs.
- Role model collaborative, constructive behaviors, build trust and support high standards
- Foster a culture of openness and transparency in all Council decision-making and promote high standards of governance with appropriate systems, structures, delegations and protocols.
- Display personal leadership and undertake coaching, mentoring and the performance assessment and development of staff
- Develop a productive, team-based culture that fosters innovation and best practice
- Lead and manage key initiatives of importance to the organisation, Division, CEO and/or Mayor and Councilors
- Actively contribute to management meetings and relevant cross organisational teams

### **Service Culture Expectations of the role**

- Establish and foster strong relationships with internal and external client groups
- Respond sensitively and promptly to community requests, complaints and issues
- Promote and advocate for the departments services to the community
- Encourage community participation in the development of projects and strategies
- Establish and monitor service commitments

### **Management Skills required of the role**

- Facilitate effectiveness through empowering, motivating and developing staff within a work environment that promotes diversity, trust and respect
- Demonstrate a strong commitment to enhancing the skills and professional development of all staff
- Ensure compliance with all employment policies, practices, OHS and industrial instruments and positively influence change as required
- Ability to see innovative solutions to problems, issues and conflict in an effective, fair and transparent manner
- Provide support and advice to the Executive Management Team, Mayor and Councillors and the community in relation to strategic policy development
- Initiate strategic and service improvements within the context of the local government environment
- Establish and foster strong relationships with internal and external client groups

## SPECIFIC ACCOUNTABILITIES

The Manager Governance and Corporate Strategy is fully responsible for the planning and performance of internal strategies, services and projects to build the capability, culture and performance of the department.

This includes:

- Provide effective leadership and management of the Corporate Governance Department.
- Maximise the outcomes of the Council Business and Corporate Planning Units to Council, customers and the community.
- Make a valuable contribution to the broader leadership and management of the Governance and Engagement Division and the organisation as a whole.
- Identify challenges and emerging issues faced by the organisation and working with the leadership group to recognise internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them
- Work to position Darebin as a recognised leader for community wellbeing, equity and diversity; social inclusion and participation through ambitious action, advocacy and partnerships
- Support the creation of an organisation-wide culture that demonstrates a deep commitment to engagement and empowering our community in all aspects of Council decision making
- Strengthen Council's reputation and ensure high quality and dynamic branding that has high impact across community, industry and at other levels of government
- Provide outstanding and responsive customer experience that meets the needs of the community.
- Effective service delivery and responsiveness to internal expectations and emerging needs, streamlining operations to support high quality leadership and management.
- Develop an integrated annual service plan, aligned to the Council Plan and action plan with clear deliverables, areas for improvement and resource plan, with regular reporting and monitoring of progress.
- Plan, manage and monitor the department's budget and ensure effective use and deployment of Council resources including staff, financial and other assets.
- Promotion of and adherence to a high standard of people management practice, including workforce planning, strong performance management and accountability, development of leadership, management and technical capabilities, ensuring a strong culture of OHS practice, fostering high trust, collaborative working relationships within the division, and across other divisions of Council.
- Provision of timely advice and responses to Council matters.
- Ensure adherence to Council's project management framework and processes to support delivery of projects to time, cost and quality targets.

### Council Business

- Oversee a Council Business program that provides advice and assistance to ensure the orderly and proper functioning of Council, Committee and Councillor related governance processes
- Ensure quality and timely planning, implementation, delivery, monitoring and reporting of program outputs including preparation of meeting agendas and minutes, governance training and support, compliance with relevant legislation, and overseeing of electoral processes
- Lead and oversee governance related projects
- Provide high quality governance advice to the CEO, EMT and the organisation
- Oversee Council election planning and councillor induction processes
- Ensure organisational compliance, as appropriate, with the *Local Government Act 2020*

### Corporate Planning

- Oversee a Corporate Planning program that provides and administers best practice frameworks, systems and processes for the development and integration of Council's key corporate planning strategies
- Ensure quality and timely delivery and reporting of program outputs including development of the Community Vision, Council Plan, Corporate Plan, Annual Plan and other relevant corporate

strategies, with appropriate linkages to business unit / service level plans

- Oversee a Corporate Reporting program that ensures a best practice performance reporting framework is in place, and which identifies, leads, advises and supports improvements to performance reporting across the organisation
- Ensure quality and timely delivery and reporting of program outputs including Council's annual report, Council Plan implementation reports and Local Government Performance Reporting Framework reports

### **Leadership and Management**

- Build the department's culture, performance and capacity for integration, collaboration and communication both internally and externally
- Develop, implement and monitor an integrated annual service plan / departmental work plan aligned to the Council Plan and other relevant corporate objectives
- Plan, manage and monitor relevant program budgets in line with agreed targets and ensure the effective use of Council resources
- Ensure that direct reports have an effective workplan, and a clear and complete understanding of their role and relevant context
- Monitor and take necessary action to ensure the work produced by the team is of a sufficiently high and professional quality
- Ensure the provision of customer-focused, streamlined service delivery and responsiveness to internal expectations and emerging needs
- Promote and demonstrate commitment to the organisation's values, behaviours and priorities

### **Specialist Skills**

- Detailed understanding of contemporary theory and best practice management of corporate/council planning, and corporate/councillor governance
- An ability to conceptualise and think creatively and strategically
- Sound working knowledge of relevant legislative and regulatory requirements
- Strong political and commercial acumen
- High level analytical skills, especially the interpretation and presentation of complex information to inform decisions
- High standard of written communication skills including attention to detail and ability to proof-read and edit
- Ability to use or quickly become familiar with modern office technology, software and function-specific solutions
- Ability to represent Council at the highest level in state and federal contexts and to build the leadership reputation and influence of the City of Darebin
- Apply judgement and make decisions about priorities and work planning to meet the performance expectations of the position
- Apply sound judgement in making decisions and recommendations about staffing matters
- Make decisions about procurement and recommendations when proposed spending is outside of the authorised limits
- Make evidence-based decisions consistent with Council's goals and values
- Use established frameworks, systems, policies and procedures to inform decision-making
- Delegate tasks and decision-making in an appropriate and effective manner
- Apply sound judgement about the potential political impacts of decisions and actions
- Adopt an objective, balanced approach when dealing with conflict
- Apply sound judgement about when to escalate an issue to a more senior officer

### **Corporate/Other**

- Keep the General Manager, CEO and other relevant stakeholders up to date on relevant matters with quality and timely information
- Productively cultivate and maintain strong professional relationships across all relevant functional areas

- Provide excellent internal and external customer service
- Participate in team-based and relevant organisational strategic planning and policy development
- Be open to change and identify and participate in continuous improvement processes
- Ensure that service delivery is in accordance with standard operating procedures and service charters/agreements
- Comply with workplace policies and procedures
- Represent the team and organisation as required in internal and external forums
- Maintain professionalism, confidentiality and consistency with the organisation's values and behaviours
- Undertake other duties as directed within the skills and capabilities of a position at this level

## **PERSONAL QUALITIES AND SKILLS**

### **Leadership**

- Experience in driving organisational change
- Demonstrated ability to lead across the organisation in alignment with the Council's vision and the direction of the CEO and Executive Leadership Team
- Ability to represent the Council at the highest level in state and federal contexts and to build the leadership reputation and influence of the City of Darebin
- Strong track record of success operating in complex multi-disciplinary environments with a variety of stakeholders.
- Exemplary leadership skills in gaining confidence and trust with the range of stakeholders such as community, business, other municipalities and government agencies.

### **Interpersonal Skills and Community Focus**

- Proven ability to engage with people and build sustainable relationships with a diverse range of groups and individuals.
- Experienced in building the capacity of individuals to ensure they develop, grow and learn within the workplace
- Demonstrated ability to build and maintain networks relevant to Council business.
- Understanding of and connection to the community and its values.
- Outstanding communication skills with a genuine interest in working with others including listening, openness and a balanced, constructive and collaborative approach.
- High self-awareness and capacity to build trust and confidence with others.
- A personal style that models integrity, equity, fairness and transparency.
- Ability to multitask and prioritise on the run

### **Strategic Thinking**

- Innovative and contemporary thinker with a track record for translating strategy into actions plans and outcomes
- Flexible and adaptable and open to fresh thinking, alert to changes and quick to respond
- Sound political acumen and ability to provide considered advice across the organisation

## KEY SELECTION CRITERIA

1. Relevant tertiary qualification/s and several years of achievement in management, organisational strategy and governance.
2. Outstanding track record in leading significant change, cultural transformation and innovation at an organisational or major function level.
3. Outstanding people management skills including proven ability to facilitate employee development, model expected behaviours and align with organisational goals and values.
4. Extensive experience in managing complex service and program delivery with significant resource demands and community expectations.
5. Exemplary financial management, strategic management, planning and advocacy skills.
6. A record of building strong and productive relationships to deliver an organisation's priorities, projects and high level strategic and business planning

## INTERPERSONAL SKILLS

7. Values – an ability and commitment to upholding Council's values of integrity, respect, making a difference, accountability, creativity and collaboration.
8. Customer Focus – ability and commitment to proactively provide excellent customer service to all relevant stakeholders.
9. Teamwork – ability and commitment to contribute to the development and maintenance of high performing work teams.
10. Communication – ability and commitment to timely and effective listening and sharing of information with all relevant stakeholders.

### Darebin's Commitment to Child Safety

Darebin City Council prides itself on being a child safe organization with zero tolerance for child abuse. We recognize our legal and moral responsibilities to keep children and young people safe from harm; we promote their health and well-being, and support their best interests.

We have policies, procedures, and training in place that support our leadership team, employees and volunteers to achieve these commitments.

We create environments where all children, including children with a disability, Aboriginal children, and children from cultural and linguistically diverse backgrounds, have a voice - they are listened to, their views are respected and they contribute to how we plan for, design and implement our services and activities.

### Darebin's Commitment to Sustainability

Council plays a crucial role in contributing to and promoting environmental sustainability both within Council operations and across the municipality by minimising its impacts, leading by example and delivering services and environmental programs. Council has committed to a number of environmental targets, including a carbon neutral target for Council operations by 2020, improved water quality and sustainable water use and waste minimisation and resource recovery.

To achieve our desired outcome, you will:

- Maintain an awareness of resource use in your role and minimise this and seek environmentally preferable options wherever possible.
- Carry out your role in line with Council's Environment Policy and the Environmental Purchasing Code.
- Review work practices to identify where changes to practices or technology can improve environmental performance including the provision of services to the community and opportunities to increase environmental awareness



### **Darebin's Commitment to Occupational Health and Safety**

To achieve our desired outcomes for the health and safety of our employees and contractors, you will:

- Comply with the Occupational Health and Safety Act, related Regulations and defined OH&S policies, procedures, safety rules and Safe Working Procedures and implement and monitor the organisation's OH&S policies, procedures, safety rules and programs in the relevant work area to achieve and maintain OH&S standards.
- Monitor health and safety performance and rehabilitation performance within your area of responsibility and initiate actions to improve health and safety, including facilitating rehabilitation of injured workers and contractors.
- Review any health and safety related reports and take appropriate action to resolve safety issues.
- Ensure consultation with employee health and safety representatives, particularly on any workplace changes that have health and safety implications.
- Actively monitor the workplace to determine presence of hazards and take appropriate action to rectify any hazards found.

Ensure all employees and contractors understand their legal obligations under the OH&S Act and that they receive regular training to perform jobs safely.

### **Other Relevant Information:**

- In accordance with the Australian Fair Work Act 2009, protection from unfair dismissal is subject to a minimum six month period of employment.
- The successful candidate will be required to provide proof of Australian Citizenship or residency status, (including at least a birth certificate or passport), and proof of identity, (Medicare card and/or current driver's licence).
- This position requires a Health Declaration and/or Functional Capacity Assessment prior to an offer of employment being made.
- This position requires a Psychometric Assessment prior to an offer of employment being made.
- This position requires a satisfactory Police Check result prior to an offer of employment being made.
- This position requires a Working With Children Card.
- The successful applicant will be provided with all relevant tools and equipment to undertake the inherent requirements of the role. All tools and equipment must be returned to the direct Manager upon cessation of the role.
- Darebin City Council is an equal opportunity employer committed to providing a safe working environment that embraces and values child safety, diversity, and inclusion. We encourage applications from Aboriginal or Torres Strait Island people, people with disabilities and culturally and linguistically diverse backgrounds. If you require support or advice with your application, contact the People and Development team on 8470 8204. Reasonable adjustments can be negotiated.
- Darebin City Council is a smoke free workplace.

### **Canvassing of Councillors and Council Officers:**

Canvassing of Councillors and Council Officers, either directly or indirectly that may influence the outcomes of this application may be deemed a disqualification.

Enquiries regarding the position however, can be directed to the nominated contact officer named in this Position Description.

## INHERENT PHYSICAL REQUIREMENTS

<b>POSITION NUMBER: Manager Governance and Corporate Strategy</b>				
<b>WORK AREA:</b> 274 Gower Street Preston				
<b>SUMMARY TASKS:</b> As detailed in Position Description				
Physical demands of the task and % of time allocated	Never 0%	Occasional 1-33%	Frequent 34-66%	Constant 67-100%
Sitting				x
Standing		x		
Walking		x		
Steps/ stairs		x		
Squatting	x			
Kneeling	x			
Looking Up		x		
Looking Down		x		
Bending spine forwards		x		
Twisting spine to side e.g. during meetings to view team members		x		
Bending spine backwards	x			
Working with one or both hands above shoulder height	x			
Reaching forwards or sideways > 30cm from the body		x		
Gripping or grabbing			x	
Fine hand coordination e.g. for computer keying				x
Lifting floor-waist	x			
Lifting at waist height		x		
Lifting waist overhead	x			
Carrying		x		
Pushing e.g. of trolleys		x		
Pulling e.g. of trolleys		x		
Exerting force with one hand or one side of body e.g. when hole punching / stapling		x		
Exerting force in an awkward posture	x			
Holding, supporting or straining	x			
Other				