



Richmond  
Valley  
Council

# 2025 - 2029

## WORKFORCE STRATEGY







*Richmond Valley Council recognises the people of the Bundjalung Nation as Custodians and Traditional Owners of this land and we value and appreciate their continuing cultural connection to lands, their living culture and their unique role in the life of this region in the past, present and future.*





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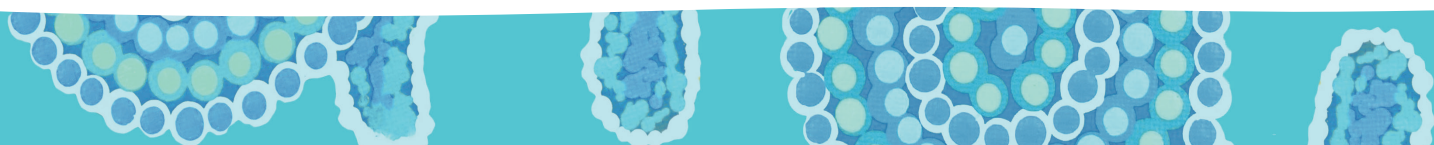
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# A MESSAGE FROM THE *General Manager*

The Richmond Valley is on the threshold of regional change and opportunity. We have overcome the challenges of drought, fire and flood over the past few years and remained steady in our commitment to deliver long-term growth and prosperity for our community. Our Community Strategic Plan sets an ambitious program for the next 15 years – maintaining the unique lifestyle and identity we value, while providing more housing, jobs and investment for our community. Richmond Valley Council will play a leading role in delivering this vision.

Our 2025-29 Delivery Program outlines one of the largest programs of capital works we have ever undertaken, as we continue to support flood recovery, build resilience and open the way for future growth. The next four years will see Council undertake more than \$200m in essential infrastructure repairs and replacement, while continuing to deliver the wide range of services that our community relies on every day.

This will require a strong, capable, and future-ready workforce that is focussed on getting the job done and doing it well. I'm proud of the role that Council continues to play as the second-largest employer

in the Richmond Valley, providing opportunities for local people to get a start in the workforce, build their career and deliver great outcomes for our community.

Our people are our greatest asset. They are passionate about their work, connected to the community, and proud of the difference they make every day. This strategy will support them to thrive, by creating a workplace where they feel valued, safe, included and empowered.

The Workforce Strategy is our shared roadmap for the future, one that recognises our strengths, addresses our challenges, and embraces the opportunities ahead. It aims to ensure we have the right people, with the right skills, in the right roles to deliver our shared vision. It's about working smarter, safer and better in everything we do each day.

Together, we will continue building a workforce that reflects the best of the Richmond Valley. One that is adaptable, capable, and deeply connected to the community we serve.

*Vaughan Macdonald*  
**GENERAL MANAGER**





# ABOUT THE RICHMOND VALLEY

The Richmond Valley local government area covers 3,050 km<sup>2</sup> and extends from the coastline at Evans Head to the foothills of the Great Dividing Range to the west. The Bundjalung People are the traditional custodians of this land.

Most of the Valley's rolling hills and fertile river plains are devoted to agriculture, interspersed with State forests, national parks and nature reserves.

The largest town is Casino, with a population of more than 12,000. Other communities include Evans Head, Broadwater, Rileys Hill, Woodburn, Coraki, New Italy and Rappville, as well as our rural areas.



## AREA SNAPSHOT

3,050 km<sup>2</sup> total area  
38 km of coastline  
140 km Richmond River  
490 km<sup>2</sup> State Forest  
173 km<sup>2</sup> National Park  
1,260 km<sup>2</sup> floodplain



## COUNCIL SERVICES

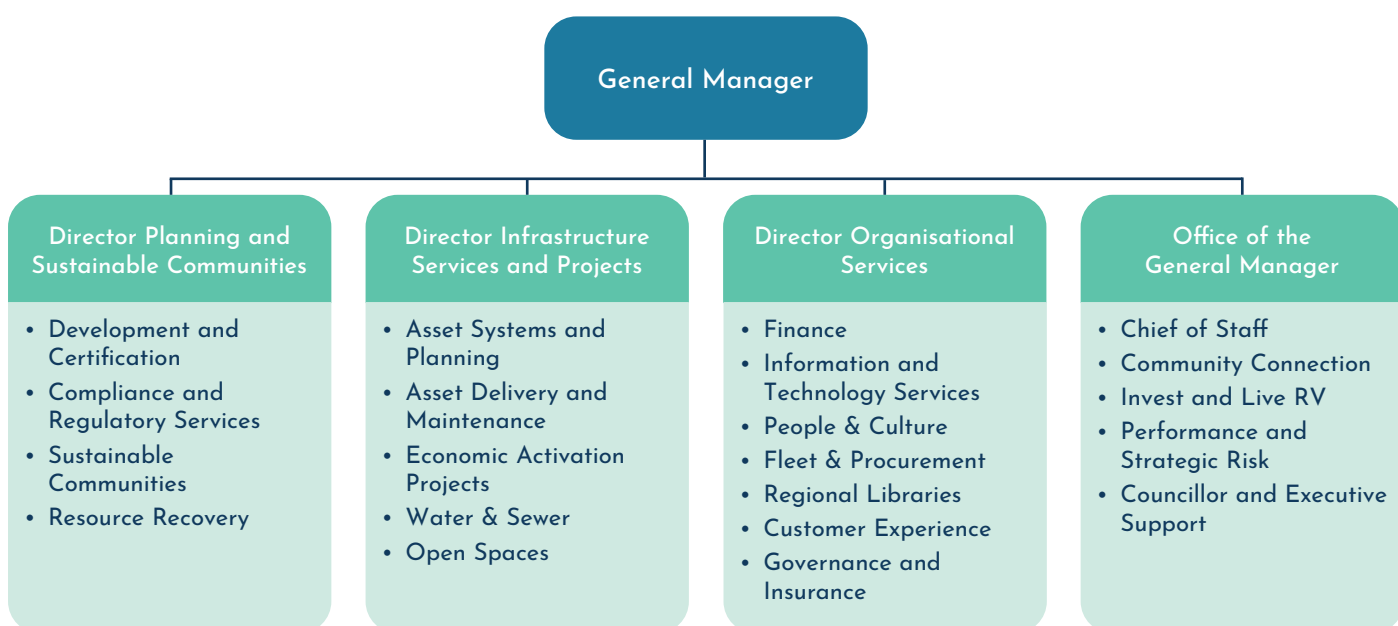
### WE TAKE CARE OF:

- \$1.2 billion in community assets
- 1,064 km of roads
- 2 major water supplies
- 17 community halls
- 4 public pools
- 464 ha of public space
- \$109m in annual income (including grants)
- 10,874 ratepayers
- 7,386 water customers
- 16,407 library members



# OUR ORGANISATION

Richmond Valley Council's structure is designed to effectively deliver services and outcomes for our community. There are four directorates: Planning and Sustainable Communities, Infrastructure Services and Projects, Organisational Services and the Office of the General Manager. This structure supports clear accountability, collaboration and a strong alignment between community priorities and operational delivery. It enables Council to remain agile in the face of change, while maintaining a strong foundation of service delivery.



## OUR LOCATIONS

- 2 Administration Offices
- 3 Depots
- 2 Workshops
- 1 Resource Recovery Facility
- 2 Waste Transfer Stations
- 4 Libraries
- 3 Visitor Information Centres
- 1 Water Treatment Plant
- 4 Sewer Treatment Plants



# WORKFORCE PROFILE

\*Workforce data as of 1 June 2025

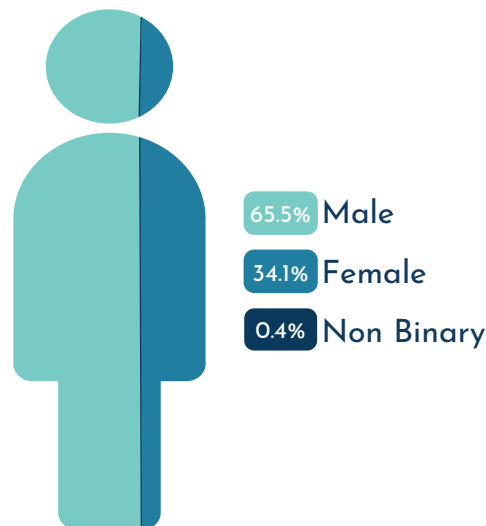
Our workforce is made up of 293 people, representing a broad cross-section of our community. We are a multigenerational team, with a strong presence across all age groups, from early-career trainees to experienced professionals.

While women make up a third of our overall workforce and have seen increasing representation in senior leadership roles (47%), they remain under-represented in trades and construction, making up just 8.2% of our outdoor workforce. We are committed to building a more inclusive and representative workforce at all levels, providing more opportunities for those who are currently under-represented in leadership roles.

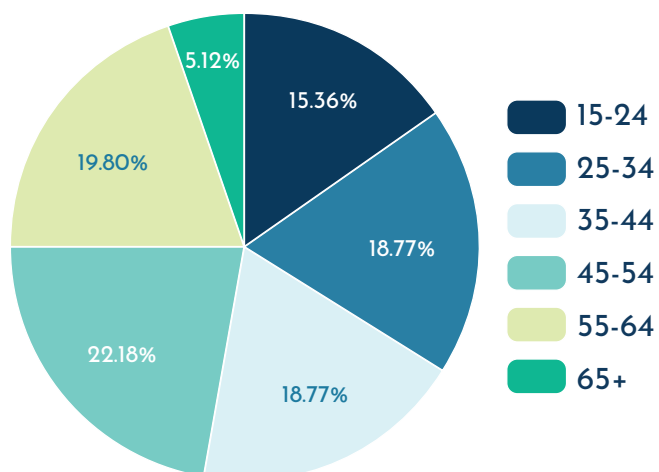
Our people bring a mix of local knowledge, technical skill, and community connection that strengthens the way we deliver services every day.

**293**  
Employees

**284**  
Full Time  
Equivalent (FTE)



## AGE PROFILE

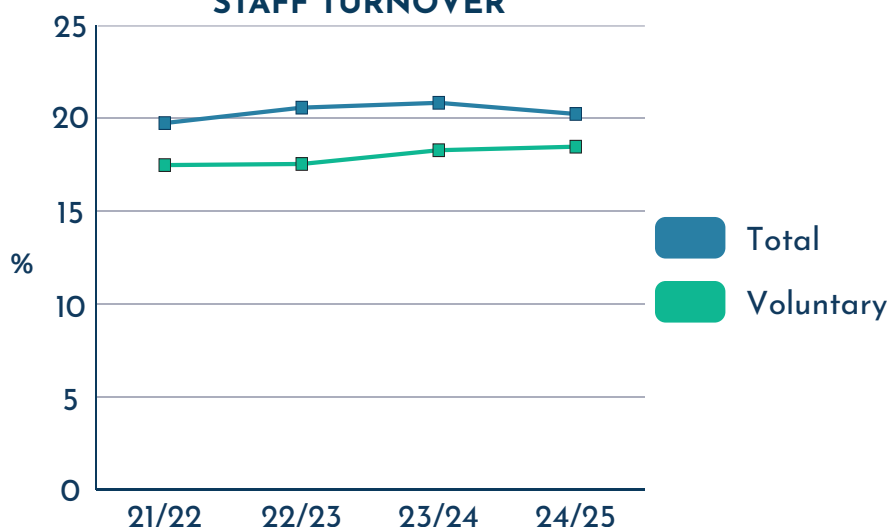


**6.8%** identify as  
Aboriginal or Torres  
Strait Islander

**2.7%** identify as having  
a Disability

**2%** identify as  
LGBTQIA+

## STAFF TURNOVER



## Turnover

Staff turnover at Richmond Valley Council has remained relatively stable over the past four years, with a mix of voluntary and non-voluntary separations.

While some turnover is expected and healthy, we continue to monitor trends to ensure we retain critical skills and knowledge. Our focus is on understanding the reasons behind staff departures and using this insight to improve the employee experience, strengthen engagement, and reduce avoidable turnover.





**77%** of staff live in the Richmond Valley



**63%** of staff hold a Certificate III or higher qualification



**7yrs** Average length of service

Our workforce reflects a strong sense of place and purpose. With the majority of staff living within the Richmond Valley, there's a shared understanding of the community's needs and expectations. This local presence supports service delivery that is responsive, grounded, and aligned with the values of the people we serve.

We are also focused on building capability for the future. A large proportion of our workforce holds a Certificate III or higher, compared to the Richmond Valley community at 54%. We continue to invest in training and development to grow this further and enrich development in our community. Our approach supports both individual progression and organisational resilience, ensuring our people have the skills and confidence to adapt, lead, and deliver in a changing environment.

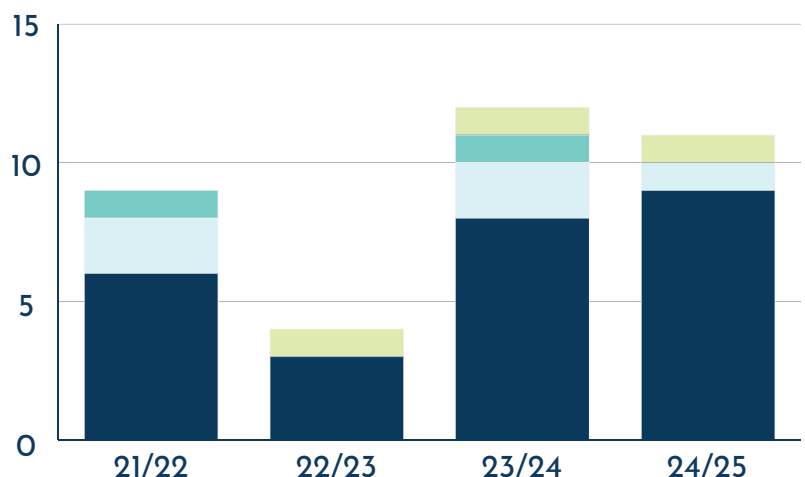
The average length of service across the organisation highlights the stability and commitment of our team. Many employees have built long-term careers with Council, contributing to a culture of reliability and continuity. This experience is a valuable asset, particularly as we navigate complex challenges and deliver major infrastructure and recovery programs.

## The YES Program

The YES Program is a cornerstone of our workforce. It provides structured opportunities for trainees, apprentices, and scholars to gain hands-on experience and build careers within Council.

Since its inception there have been over 120 participants, with over 40 gaining further employment with Council and others moving on to further their studies and gain employment locally. Many participants have transitioned into permanent roles, contributing to our long-term workforce sustainability. The program also supports succession planning by ensuring knowledge transfer from experienced staff to emerging talent.

### YES INTAKE





# KEY STRENGTHS, CHALLENGES & OPPORTUNITIES

## *Strengths*

### **Passionate about delivering for our community**

Our workforce is driven by a strong sense of pride in serving the community. Many of our people are a part of the community they work for, their passion drives them to deliver high-quality services, strong local engagement and a commitment to making a meaningful difference for others.

### **A connected region**

Located some two hours from Brisbane and the growing communities of South-East Queensland. We're close to regional services, facilities and attractions. The Northern Rivers is a closely connected community, with an easy drive between major centres. Many people commute for work across the region.

### **Age diverse workforce**

Our workforce spans multiple generations, bringing together a rich mix of experience and innovation. Our YES Program has provided opportunity for school leavers to enter the workforce and use their skills and knowledge to enhance their local community.

### **Size and scope of our workplace**

Our organisation has a strong balance between being large enough to deliver a wide range of essential services and small enough to remain agile and responsive. This enables us to adapt quickly to emerging needs, recognise and nurture talent and maintain close, meaningful connections with our community.

### **Flexible Working Conditions**

We offer a flexible working environment that prioritises the wellbeing and evolving needs of our people. Whether through adaptable work hours, remote work options, or supportive leave arrangements, our approach recognises that one size does not fit all. Flexibility enables our staff to better manage their personal and professional responsibilities, contributing to a healthier, more balanced workplace.

### **Job Security**

With inflation and cost-of-living pressures rising, job security and fair pay are more important than ever. Supporting our workforce through economic uncertainty helps maintain morale, wellbeing, and long-term organisational resilience.







## Challenges

### Adapting to a changing climate

The impacts of climate change are bringing more frequent and intense natural disasters, challenging how we plan, build, and respond. We must equip our workforce to manage climate risks with foresight and flexibility. Ensuring our services are still delivered to our community.

We must equip our workforce to manage climate risks with foresight and flexibility, ensuring there are sufficient resources to continue to deliver our services and maintain essential infrastructure to meet community needs.

### Attracting and retaining qualified people

Regional areas like ours face real challenges in attracting skilled professionals. The Richmond Valley's relative geographic and economic disadvantage means we must work harder to compete with urban centres. To remain competitive, organisations like ours need a clear point of difference -whether through culture, purpose, or flexibility- that resonates with the values and aspirations of today's workforce.

### Housing and accommodation

The Northern Rivers housing crisis was exacerbated by floods, rising prices and reduced stock. It has left many without secure shelter, making it harder for staff to live locally and sustainably. Addressing this crisis is essential to supporting both our people and the broader community.

### Managing complex risks in the workplace

We work in a complex environment that is impacted by a variety of regulatory requirements and workplace risks. Ensuring our people go home safely at the end of each day requires proactive risk management. It is not just a legal obligation, it's a critical investment in the safety, productivity, and sustainability of our workforce.

### Addressing bias in the workplace

Bias can limit opportunity, reduce trust, and hinder innovation. To create a workforce that truly reflects the community we serve, we must actively identify and remove bias from our systems, processes, and culture. This includes addressing bias in recruitment and decision-making, and ensuring that all employees regardless of background have equitable access to opportunities, support, and recognition.



# Opportunities

## Growth in population, industry and services

With a growing population, the Richmond Valley will need more health services, shops, schools and public transport. Council has completed the Richmond Valley Growth Management Strategy to identify where new development can be located. This presents the opportunity to attract professionals seeking location change, purpose-driven work and community connection, in-turn enhancing opportunities for Council to attract skilled workers.

## Developing local talent

Investing in the development of local talent is a long-term opportunity to build a skilled, resilient workforce from within our own community. By supporting education, training, and career pathways, particularly for young people and underrepresented groups, we can reduce reliance on external recruitment and strengthen community ties.

## Innovation in service delivery

Digital tools and technologies offer significant opportunities to improve how we work and serve our community. From streamlining internal processes to enhancing customer service and data-driven decision-making, digital transformation can increase efficiency, transparency, and responsiveness. Investing in digital capability also supports more flexible work practices and helps future-proof our organisation in a rapidly evolving environment.

## Enhancing engagement and inclusion

There is a growing need to strengthen community engagement and cultural competency, particularly with Aboriginal and Torres Strait Islander communities, young people, and those with lived experience. By embedding inclusive practices into our workforce strategy, we can build trust, improve service outcomes, and ensure all voices are heard in shaping the region's future.

## Strengthening regional collaboration

Councils across the Northern Rivers face similar workforce challenges, such as skills shortages, housing pressures, and climate resilience. There is growing potential to strengthen collaboration between Councils, with opportunity to share resources, co-design training programs, and create cross-council career pathways.









# OUR VISION

*We are a workforce that leads with passion, acts with integrity, and delivers excellence in all we do. We are proud of our reputation for getting things done and doing them well. We will continue to embrace progress and grow with every achievement in the service of our community.*

A strong vision anchors our workforce strategy by uniting staff around a shared purpose and culture. This vision sets the tone for how employees engage with each other and the community. It shapes recruitment, development, and leadership, ensuring the workforce reflects the values that matter most. By living this vision, we can build a team that not only delivers high-quality outcomes but also earns the community's trust and pride.





# OUR VALUES



Acting honestly and fairly  
Being inclusive and working together  
Delivering on our commitments  
Respecting our responsibilities  
Being a faithful steward of community resources



Caring for our community  
Making a positive difference  
Being courageous and resilient  
Always doing the best we can  
Embracing new ideas and change

## OUR BEHAVIOURS



**WE LEAD BY EXAMPLE**



**WE TAKE RESPONSIBILITY**



**WE DO WHAT WE SAY**



**WE ARE COMMUNITY FOCUSED**



**WE EMBRACE CHANGE**



**WE ARE IN THIS TOGETHER**



# DELIVERING THIS PLAN

When each new Council is elected to office, one of their first responsibilities is to review the Community Strategic Plan (CSP), which identifies the community's long-term goals and priorities.

The Workforce Strategy is a key component of Council's long-term planning, ensuring we have the right people, skills and culture in place to deliver on the priorities set out in the Community Strategic Plan and the Delivery Program. It provides a structured approach to workforce planning that supports the delivery of services and projects that matter most to our community. The strategy outlines how we will respond to current and future workforce needs, including how we attract, retain and develop a capable, diverse and engaged workforce.

As part of the Resourcing Strategy, the Workforce Strategy works alongside the Long-Term Financial Plan and Asset Management Plans to ensure Council is equipped to meet both immediate operational demands and long-term strategic goals. It also plays a critical role in aligning our internal capabilities with the expectations of our community, ensuring that our people are supported to deliver with integrity, excellence and purpose.





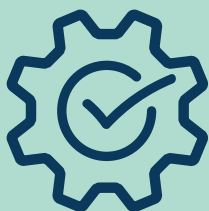
# OUR KEY FOCUS AREAS

Through feedback received from our people, we identified four key focus areas for our Workforce Strategy. These focus areas reflect the values and aspirations outlined in our vision and align with the broader strategic direction of Council. They create the framework for the objectives and actions that will guide how we attract, develop, support and retain a capable and committed workforce. Each focus area is designed to bring our vision to life and ensure our people are empowered to deliver meaningful outcomes for our community.



## A place to belong and thrive

Develop a workplace that sets people up for success. By fostering an inclusive culture that reflects our community's diversity, we empower employees to contribute meaningfully, grow professionally, and deliver high-quality services in an environment where they feel they truly belong.



## Healthier and safer together

Prioritise the health and wellbeing of our people by maintaining a supportive work environment. Designing initiatives to promote a safety culture to minimise workplace injuries and address psychosocial risks. Empowering our people to share responsibility and prioritise a safety mindset in the work they do.



## Recognising, listening and learning

We value every voice and contribution. By recognising achievements, actively listening, and embracing continuous learning, we build a culture of trust and growth. Ensuring we understand and utilise the insights and experiences of the people who shape our organisation.



## Developing a capable and adaptable workforce

Supporting our people to build the skills, knowledge and confidence needed to succeed in their roles today and into the future. Embracing a "grow our own" approach by investing in entry-level opportunities, upskilling and development, while strengthening our ability to respond to change and emerging community needs.



# A PLACE TO BELONG AND THRIVE

## Objective 1

### OUR PEOPLE ARE SET UP FOR SUCCESS

We believe that creating a place where people truly belong and thrive begins with setting our people up for success from day one.

To achieve this, we are strengthening the way we design and structure roles to ensure they are aligned with our strategic direction and legislative responsibilities. This ensures that our workforce is not only fit for purpose today but also adaptable to future needs.

Our focus is on creating a structured, supportive, and engaging employee experience that begins before recruitment and continues throughout the employee lifecycle. We are also enhancing our recruitment practices to ensure they are efficient, compliant, and candidate-friendly, making a strong first impression and reducing barriers to entry. By equipping hiring managers with the right tools

and training, we are building internal capability to attract and select the best people for our organisation.

Once on board, we are committed to delivering a consistent and meaningful induction experience. This includes tailored programs for new starters and trainees, supported by mentoring and digital learning tools that help embed knowledge and build confidence from their first day.

By integrating these elements, this objective ensures that our people are not only welcomed into a positive and inclusive culture but are also given the resources, clarity, and support they need to thrive. It reflects our belief that when our people are set up for success, they are empowered to deliver their best for the community.

#### Actions

#### Measures

1.1 Support effective review of the organisational structure, with balanced advice on the design and structure of roles that meet legislative requirements and strategic direction

Successful implementation of structure  
Organisational structure review complies with legislative requirements and strategic direction  
Improved staff satisfaction

1.2 Review our recruitment process to improve candidate experience, reduce time-to-hire timeframes and meet compliance obligations

Time-to-hire statistics  
Candidate feedback  
Number of vacancies filled

1.3 Develop a training program for hiring managers to support Council's recruitment function

Training program developed  
Percentage of hiring managers completed training

1.4 Provide a strong first impression of Richmond Valley Council for new employees through the induction process

Number of employees completing probationary periods  
Number of inductions

1.5 Develop trainee induction and mentoring program to support their first steps into the workforce

Program developed  
Number of trainees successfully completing training program

1.6 Deliver effective corporate induction within requirements

Bi-annual corporate inductions are delivered on-time and within scope

1.7 Integrate eLearning into training programs and induction process

Number of eLearning programs integrated into induction processes



## Objective 2

## PROMOTE EQUITY AND INCLUSION



As our community continues to grow and diversify, so too must our understanding of the unique needs, perspectives, and challenges faced by different groups. This objective focuses on embedding equity and inclusion into the fabric of our organisation.

We are committed to building cultural awareness across the organisation, encouraging inclusive language and behaviours that create a welcoming environment for all. We are also taking deliberate steps to ensure our workplace is accessible and supportive for people with a disability, by delivering on the priorities in our Disability Inclusion Action Plan.

In addition, we are reviewing and strengthening our Equal Employment Opportunity (EEO) practices to ensure they meet legislative requirements and reflect best practice. Beyond compliance, we are also supporting our social club to create opportunities for connection, celebration, and shared experiences that bring people together.

Through these actions, this objective aims to create a workplace where equity and inclusion are not just principles, but everyday practices. Making Richmond Valley Council a place where everyone can belong, contribute and thrive.

### Actions

2.1 Encourage and promote cultural awareness in the workplace, including use of inclusive language

2.2 Deliver Council's Disability Inclusion Action Plan priorities in the workforce

2.3 Review Council's EEO Management plan in accordance with requirements and implement actions

2.4 Partner with Council's social club to provide activities, fundraisers and social events

### Measures

Number of activities held and supported

Number of awareness and inclusion events  
Partnerships with disability employment agencies  
Number of employees identifying as having a disability

EEO Management plan is reviewed and implemented, on time and within legislative requirements

Number of activities held and supported







## Objective 3

### STRENGTHEN OUR EMPLOYEE VALUE PROPOSITION

We are looking to enhance the overall employee experience at Richmond Valley Council, by clearly defining and delivering what we offer our people, what we stand for, and why someone would choose to build their career with us.

Responding to the challenges outlined through our CSP, Delivery Program and this plan, we recognise the need to evolve as an employer. Articulating and delivering a compelling and authentic message about what employees can expect from a career at Council.

We aim to build an employment brand that reflects our values and resonates with both current and prospective employees. In a competitive and evolving employment landscape, a strong

Employee Value Proposition (EVP) is essential to attract, engage, and retain the right people.

Our EVP is more than a statement, it's the lived experience of our employees. To strengthen it, we are focusing on the elements that matter most to our people: meaningful work, flexibility, fairness, recognition, and a sense of belonging.

To support this, we are reviewing and enhancing our flexible working framework to ensure it meets the diverse needs of our workforce while supporting organisational goals. Flexibility is a key component of a modern workplace and we are committed to offering arrangements that promote work-life balance and employee wellbeing.

#### Actions

3.1 Develop a positive and engaging employment brand and employee value proposition which promotes Council within the local community and beyond

3.2 Review and implement Council's flexible working framework

3.3 Conduct position reviews with consistency throughout the organisational structure and update role descriptions as required

#### Measures

Results of community satisfaction survey and engagement activities  
Number of job applicants

Consultation completed  
Revised framework implemented  
Results of annual assessment

Number of positions reviewed  
Review completed in conducted with the leadership team  
Number of RDs updated and implemented



# HEALTHIER AND SAFER TOGETHER

Objective

4

WE ARE A SAFE PLACE TO WORK

Richmond Valley Council is committed to providing a safe and healthy working environment for all workers, contractors, customers, visitors, and members of the public. This objective is about ensuring that every person who comes to work feels confident that their physical safety is protected through strong systems, clear responsibilities, and a culture that puts safety first.

We recognise that maintaining a safe and healthy working environment for our employees, contractors, and the community requires more than meeting minimum standards. It demands a proactive and systematic approach to identifying risks, preventing injuries, and continuously improving how we manage safety across the organisation.

Richmond Valley Council maintains a strong safety record when compared with other councils. However, we are committed to building on this foundation by embedding risk management into our safety systems and ensuring that safety considerations are integrated into every level of decision-making.

### Actions

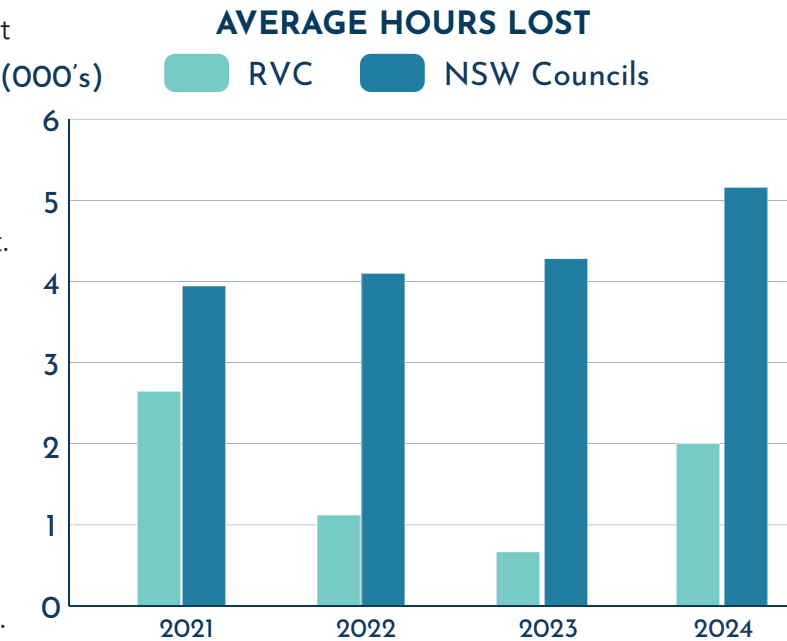
4.1 Review and implement Council’s workforce safety management systems and strengthen workplace safety culture

4.2 Integrate Council’s risk management program actions into the workforce safety management system and deliver ongoing initiatives

4.3 Review positions job demand analysis to ensure an accurate assessment of risk associated within the role requirements

4.4 Deliver compliance training program

4.5 Ensure compliance with WHS Act and PCBU responsibilities



Through these actions, we are building a workplace where safety is not just a system or a checklist- it’s a mindset.

### Measures

Lost-time injury frequency rate  
Workers’ compensation premiums  
Number of notifiable incidents  
Increase in lead and lag reporting rates

Safety risk registers developed and maintained  
Results of internal audit and Continuous Risk Improvement Program rating

Review of positions job demand analysis complete  
Training provided as required

Number of training programs delivered  
Attendance rates and assessment outcomes

Achievement of annual target:  
• No compliance and improvement notices  
• Results of second and third party safety audits



## Objective 5 WE PRIORITISE THE WELLBEING OF OUR PEOPLE

We're developing our workplace to ensure physical and psychological health are actively supported, and where wellbeing is embedded into our culture and systems.

We are taking a proactive and evidence-based approach to employee wellbeing, informed by both internal data and national trends. For example, while psychosocial injuries account for fewer workers' compensation claims than other injury types, they represent Council's highest-cost claim category, costing 300% more than the next highest category, industrial deafness. They also result in the greatest amount of lost time, with 150% more time lost compared to musculoskeletal injuries. These figures highlight the urgent need to address workplace stressors and create psychologically safe environments.

Additionally, we are delivering a structured health monitoring program to ensure that any potential health risks associated with specific roles

or exposures are identified early and managed effectively. This supports both compliance and our broader goal of protecting long-term employee health.

Through these actions, Richmond Valley Council is fostering a workplace where wellbeing is actively supported, risks are managed early, and our people are equipped to perform at their best in a safe and sustainable environment.



**10.18** Lost-Time Injury Frequency Rate

12.3 Industry benchmark

No. workers compensation claims per million hours worked

### Actions

5.1 Review and deliver the health & wellbeing program

5.2 Continue to support and promote Council's Employee Assistance Program to staff

5.3 Identify, monitor and address psychosocial risks in the workplace

5.4 Deliver Council's health monitoring program within requirements

### Measures

Program reviewed in consultation with stakeholders  
Participation rates in activities

Uptake of EAP services

Risk registers completed and monitored  
Number of psychosocial claims

Number of health monitoring activities delivered  
Number of industrial deafness and/or respiratory disease claims



# RECOGNISING, LISTENING AND LEARNING

## Objective 6

### WE RECOGNISE PERFORMANCE AND ENCOURAGE ACCOUNTABILITY

We are focused on building a consistent and transparent approach to performance and conduct across Council. It ensures that employees understand what is expected of them, how their performance is measured, and how their contributions are acknowledged.

Our performance management framework connects individual performance with our organisational strategies and career development pathways. This framework will support regular, constructive feedback and help managers and employees work together to improve performance and achieve results.

We are also exploring options for a structured employee recognition framework that provides clear, consistent ways to acknowledge high performance and positive behaviours. This will sit alongside our existing recognition of staff service milestones, reinforcing our appreciation for long-term commitment and reliability.

Together, these actions will ensure that performance is managed consistently and contributions are recognised in meaningful ways.

#### Actions

6.1 Develop a performance management framework that integrates organisational strategies and career development pathways

6.2 Investigate opportunities for an employee recognition framework

6.3 Recognise staff service milestones

6.4 Ensure effective understanding and implementation of the Code of Conduct across the workforce

#### Measures

Successful delivery of operational plan actions  
Annual Performance Reviews successfully completed  
Number of performance improvement programs

Framework developed and implemented in consultation with staff  
Staff feedback on outcomes

Increase in average length of service and achievement of milestones

Number of code of conduct matters addressed  
Training delivered and successful completion rates



## Objective 7

### STRENGTHEN INTERNAL COLLABORATION AND COMMUNICATION

To support a culture of trust and continuous improvement, we are strengthening how we listen to, engage with, and connect our workforce.



We will build stronger feedback loops, ensuring we understand staff experiences, satisfaction and reasons for leaving. Utilising these insights to inform decision making and respond to what matters most to our people.

Improving how we communicate the link between individual roles and Council's strategic direction, building our staff's understanding of how their work contributes to broader outcomes.

Connection will be further supported through regular staff events and gatherings that bring people together, foster collaboration, and reinforce a sense of belonging. We'll also ensure our internal committees are supported to function effectively and contribute meaningfully to workplace initiatives.

In addition, we will continue to work closely with relevant unions to support open, constructive communication on workforce matters and People & Culture initiatives.

#### Actions

7.1 Develop and implement a regular survey program that gathers feedback throughout the employee life cycle, including staff satisfaction and exit interviews

7.2 Strengthen the understanding of the workforce's contribution to delivering Council's strategic vision

7.3 Plan and deliver regular gatherings and events for staff

7.4 Work with internal committees to ensure they deliver their required functions

7.5 Develop relationships with relevant Unions to support P&C initiatives

#### Measures

Survey developed and implemented in consultation with staff  
Survey completion rates and satisfaction levels

Staff KPIs are aligned with Operational plan actions and measures  
Improved IP&R knowledge and capabilities in leadership team

Number of events conducted and attendance rates

Committee membership and participation rates  
Number of meetings and number of items actioned

Number of Union workplace matters  
Number of Council union members









## OUR INFORMATION SUPPORTS US TO IMPROVE

We know that growth and change is in our future and our people need to have the tools, systems and processes to make informed decisions quickly and confidently.

Our Information Technology strategy plays a key role in enabling the shift. As part of this, we are also exploring the potential impacts and benefits of emerging technologies such as artificial intelligence (AI). Through our IT strategy, we aim to assess how AI can support smarter decision-making, automate repetitive tasks, and enhance service delivery, while also considering the ethical, operational, and workforce implications of its use.

By aligning workforce systems with broader IT priorities, we can ensure our platforms are integrated and capable of supporting a more agile and data-informed organisation.

We are consistently looking for opportunities to improve our Human Resources and Payroll to improve how we manage our core functions such as recruitment and performance management. Better system utilisation will reduce manual processes, improve accuracy and allow our People & Culture team to focus on strategic initiatives that deliver greater value to the organisation.

As part of our dedication to skilling our workforce, we are also looking to expand our internal training capabilities by enhancing our library of e-learning content. Providing our workforce with greater flexibility and self-paced options for training and upskilling.

Actions	Measures
8.1 Review the Human Resources & Payroll modules in CiAnywhere to identify opportunities for increased utilisation of the system, including e-recruitment, performance management and payroll	Number of improvements successfully implemented Reduction in processing times
8.2 Integrate relevant Information Technology Strategy actions into the workforce	Number of actions successfully implemented
8.3 Workforce data and analytics are maintained accurately, streamlined and accessible. Integrated into corporate performance monitoring and reporting	Workforce data is accessible through corporate systems and dashboards developed Improved organisational productivity and performance
8.4 Complete external benchmark reporting and surveys as required	Reports are completed within required timeframes
8.5 Expand Council's eLearning library, developing council-specific content and programs	Number of eResources added to Council's eLearning library



# DEVELOPING A CAPABLE AND ADAPTABLE WORKFORCE

## Objective 9

### BUILD THE CAPABILITY OF OUR PEOPLE

Growing and enhancing the capability and performance of our employees will benefit Council and our community by delivering the Community Strategic Plan to a high standard. Providing contemporary frameworks for our people to develop their capability will enable higher levels of individual and collective organisational performance.

Over the next four years, we will prioritise a “Grow Our Own” approach to workforce development. This objective focuses on upskilling and cross-skilling our employees, enabling them to deepen their expertise while expanding their career opportunities within Council. By developing internal talent, we reduce recruitment costs, address skill shortages, build a more resilient workforce and improved social outcomes for our community.

Currently, 64% of our workforce holds a Certificate III or higher qualification. We aim to increase this figure by resourcing and funding further training opportunities. Council is committed to providing both time and financial support for professional development.



To support this, we will review and update role descriptions to reflect contemporary training and capability requirements. This will help establish clear, structured career pathways and reinforce our commitment to internal recruitment. Employees will be encouraged to act in higher-grade roles, gaining valuable experience and supporting knowledge transfer across the organisation.

By building capability from within, Richmond Valley Council is creating a workforce that is confident, future-ready, and aligned with the evolving needs of our community.

#### Actions

9.1 Develop and implement formal pathways that map out career opportunities and employee development

9.2 Investigate opportunities to work Northern Rivers Councils to broaden experiences and address skill gaps

9.3 Integrate succession planning processes and job rotation opportunities throughout the organisation

#### Measures

Number of internal appointments  
Number of people upskilling or completing additional qualifications

Number of inter-council workplace opportunities developed

Number of succession plans completed  
Number of development opportunities offered

## Objective 10

### OUR PEOPLE ARE READY FOR CHANGE

The impacts of climate change and natural disasters are becoming more frequent and severe, directly influencing how we plan, prepare, and deliver services to our community. For us to remain effective and resilient, we must build a workforce that is agile, responsive, and equipped to lead through uncertainty.

We are strengthening our organisational readiness by developing leadership capability across the organisation. Structured development programs that support current and emerging leaders with the skills, confidence, and experience needed to navigate complex challenges. These programs will include mentorship, hands-on learning, and targeted training in areas such as strategic thinking, decision-making, and people management.

To ensure continuity and long-term organisational strength, we are embedding succession planning and job rotation across the organisation. This approach supports knowledge transfer, builds leadership depth, and prepares employees to step confidently into new roles as opportunities arise.

As part of our broader change readiness, we are undertaking a series of service reviews across our key operational areas, including stormwater, waste management, water and sewer and town centre maintenance. The outcomes of these reviews will be integrated into our workforce planning and service delivery models, ensuring we remain responsive to community needs and operating efficiently.

We are improving our contractor management and monitoring systems to ensure we continue to work safely across every worksite and deliver great outcomes for our community.

As the nature of work continues to evolve, we are committed to building the technical capability of our workforce. This includes developing digital literacy, adopting new tools and systems, and supporting staff to adapt to emerging technologies that enhance service delivery. We want our people equipped to work smarter, respond faster, and deliver services more effectively in a modern environment.

#### Actions

10.1 Develop and implement a structured leadership training program

10.2 Integrate service review recommendations and action accordingly

10.3 Develop, test and implement our business continuity plans

10.4 Review our contractor management and monitoring systems

#### Measures

Program developed and implemented  
Participation rates

Recommendations reported to ARIC and Council  
Number of recommendations successfully implemented  
Increased achievement of agreed service levels

Number of drills and critical incident tests conducted

Review completed and recommendations implement  
Number of contractor related incidents



## 11

## PROVIDE EMPLOYMENT OPPORTUNITIES FOR OUR COMMUNITY

We are committed to supporting local employment and building a future-ready workforce by creating meaningful opportunities for young people, job seekers and underrepresented groups within our community.

Our Youth Employment Strategy (YES) is a cornerstone of this commitment. Since its inception in 2015, the program has provided over 120 local young people with valuable entry-level employment, helping them gain workplace experience and build sustainable careers. Over the next four years, we will continue to evolve the YES program to provide more structure and opportunities for traineeships and apprenticeships, strengthening our internal talent pipeline and supporting succession planning across the organisation. To ensure the program remains relevant and impactful, we will adapt its structure to reflect emerging technologies, community values, and skills shortages in critical sectors.

We will also enhance our partnerships with local schools, training providers, and community organisations to offer work experience programs.

In parallel, we are committed to inclusive workforce development. We will seek targeted upskilling opportunities for our Aboriginal and Torres Strait Islander communities to foster a more diverse and representative workforce.

We will seek to expand the Try-a-Trade program to ensure it remains a meaningful and accessible entry point into the workforce. By growing its reach and relevance, we can continue to provide valuable hands-on experience for community members exploring career pathways.

Richmond Valley Council is not only investing in the future of our organisation but also contributing to the economic and social wellbeing of our region, ensuring that our community has access to meaningful and long-term employment pathways.

### Actions

11.1 Review and implement Council's Youth Employment Program and actively market opportunities for traineeships

11.2 Seek funding for and deliver the Try-a-Trade program

11.3 Partner with educational institutions to provide opportunities for work experience and internships

11.4 Engage with local ATSI communities on council employment and training opportunities

### Measures

Number of traineeships offered  
Completion rates

Amount of funding acquired  
Participation rates

Number of work experience opportunities

Number of employees identifying as Aboriginal or Torres Strait Islander







# RESOURCING THIS PLAN

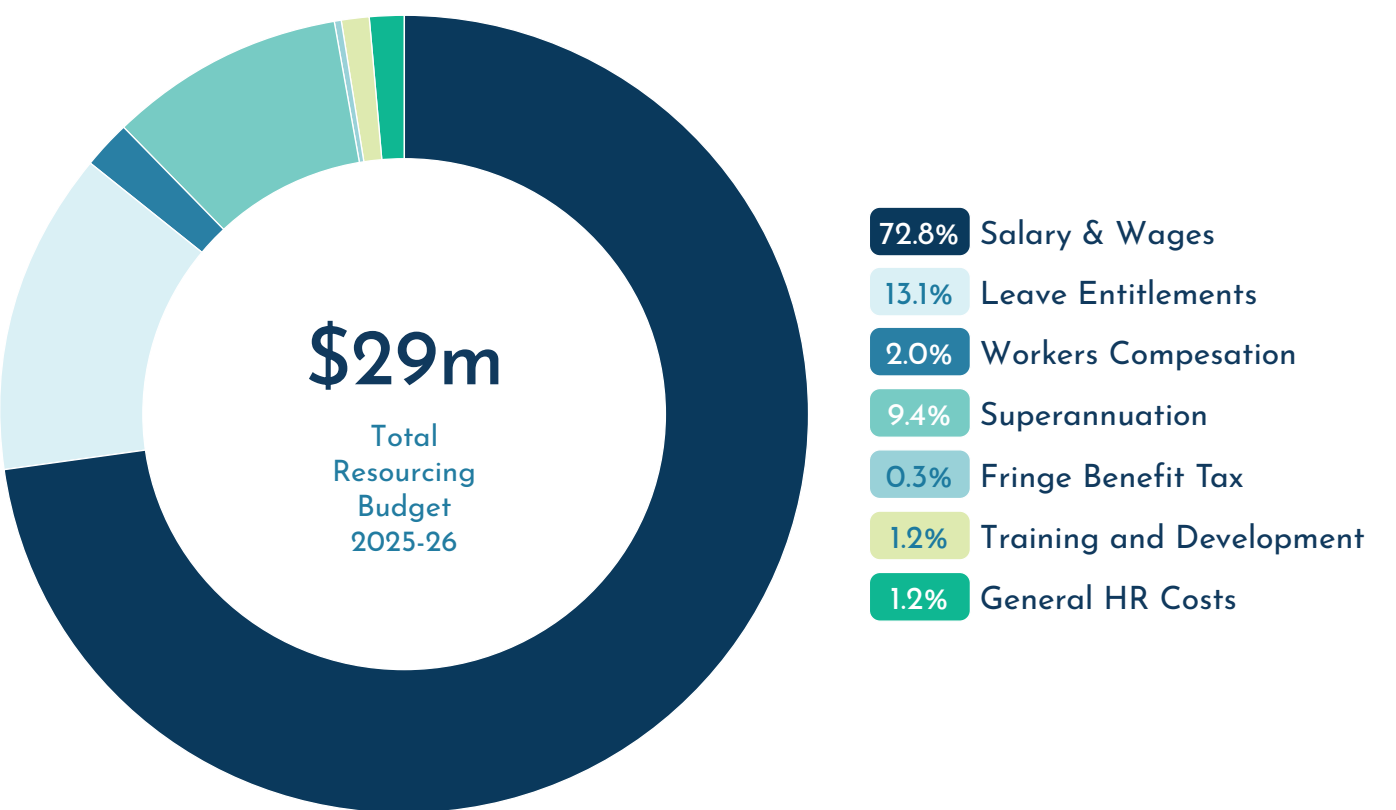
The successful delivery of Richmond Valley Council's Workforce Strategy is underpinned by a total resourcing budget. This investment is not just a financial commitment, but a strategic enabler that ensures we have the people, systems, and support in place to deliver on our community's expectations. Budgeting is a critical part of workforce planning.

It allows us to align our financial resources with our strategic priorities, ensuring that every dollar contributes to building a capable, safe, and engaged workforce. From recruitment and training to wellbeing and safety initiatives, resourcing

enables us to attract and retain the right people, support their development, and maintain high standards of service delivery.

With 77% of our workforce living within the Richmond Valley, this investment also has a direct and positive impact on our local economy. Our workforce spend locally, supporting small businesses, services, and community organisations. This creates a cycle of reinvestment, where Council's commitment to its people also strengthens the broader social and economic fabric of the region.

## EMPLOYEE RESOURCING BUDGET



# IMPLEMENTING THIS PLAN

## How we deliver

The Workforce Strategy will be implemented progressively over the next four years, with a focus on building momentum, embedding key initiatives, and adapting to emerging needs.

Rather than delivering everything at once, we will take a phased approach, starting with actions that strengthen our systems, processes, and culture.

As the strategy matures, we will shift focus toward capability development, innovation, and long-term sustainability.

We will be guided by our implementation principles, this approach ensures that the strategy remains flexible and responsive, while delivering meaningful outcomes for our workforce and community.

## Measuring Success

Each focus area within this Workforce Strategy is supported by clear objectives and actions, which will be monitored and reviewed regularly to ensure they remain relevant and effective.

Responsibility for delivering these actions sits with the People & Culture team and is supported by Council's leadership team. Success will be measured through a combination of project milestones, results from the community satisfaction survey, performance benchmarks, and service standards.

Progress will be reported through existing internal reporting mechanisms, with an annual review to assess achievements, identify emerging workforce needs, and adjust actions as required to support continuous improvement.

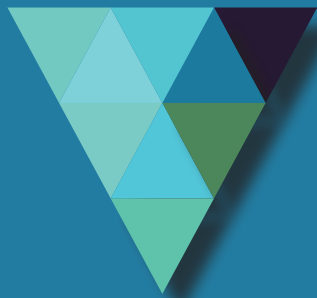
## IMPLEMENTATION PRINCIPLES:

- 1 PRIORITISATION**  
Actions will be sequenced based on urgency, impact, and available resources
- 2 INTEGRATION**  
Workforce initiatives will align with broader Council strategies and operational plans
- 3 ENGAGEMENT**  
Staff will be involved throughout the process to ensure relevance, ownership, and continuous improvement
- 4 REVIEW & ADAPTATION**  
Progress will be monitored regularly, with annual reviews to assess outcomes and adjust priorities as needed





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