Appendix G
Organisational Development Strategy (revised) 2013-2017
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Meeting the challenges of change

Richmond Valley Council's Organisational Development Strategy underpins the Delivery Program 2013 to 2017 to ensure we have the right people, capability and culture to deliver efficient, quality services to our community.

Richmond Valley Council is committed to developing a culture of performance and innovation to respond to the challenges that face the sector and position us as a benchmark local government organisation shaping positive change in our community and across the region.

Council has been modernising its organisation and how we operate over the past three years, refreshing the culture and renewing structures, systems and processes to develop a winning culture and business practices to deliver our commitments to the community.

A marker of how the organisational transformation program is impacting community perception and developing a reputation for effective service delivery was reflected in a recent poll of the region’s ratepayers conducted by the local “Northern Star” newspaper in November 2014 which voted Richmond Valley Council as the best council in the Northern Rivers.
Developing a high performance business

Richmond Valley Council’s Organisational Development Strategy provides an overarching context and direction to guide the shaping of our culture and development of our people and business practices to enable us to respond to the key challenges and opportunities for the period 2013-2017.

The Organisational Development Strategy aims to:

Build capability

- provide a ‘flat’ structure that promotes matrix management and a project approach with collaboration achieving coordinated action and outcomes
- build a culture of engagement and performance enabling our people to respond to change with an agile, innovative and collaborative approach
- attract new talent to refresh our workforce and bring innovative ideas and new capabilities
- enable effective, coordinated communication and decision-making supported by quality information

Develop our people

- invest in developing our leaders and recognising and rewarding our high performers
- identify and develop emerging leaders as part of succession planning
- develop the skills and capacity of our people with flexible learning approaches
- promote diversity and inclusiveness to optimise our mix of talent and reflect our community
- establish objectives and key performance indicators that align across the organisation to maintain purpose and direction and monitor progress
- encourage active leave management to maintain health and well-being
- maintain sound safety and risk management practices to protect the community and our employees

Continually improve our service

- build integrated technology platforms that facilitate a productive way of doing business
- identify priorities through service level reviews
- improve efficiency and effectiveness through ongoing business process reviews

How we work together

Providing an optimal structure for change and growth is one enabler of organisational performance.
Richmond Valley Council has undergone significant structural change over the past two years to develop a customer facing organisation with an outcome focus. The management team was refreshed and restructured with areas of responsibility adjusted to reflect the talents of the team and the needs of the changing organisation. A leadership development program was initiated to create a high performing leaders group with the capability to lead the organisation through change.

The initial restructure was revised again a year later with the introduction of a new business model. At the executive level of the organisation the General Manager's title has been modernised to Chief Executive Officer (CEO) and a new Chief Operating Officer (COO) was recruited, responsible for overseeing service teams and organisational performance. A Director of Infrastructure and Environment was appointed from within, responsible for the frontline workforce and service deliverables. Adjustments were again made to management and teams across the organisation to reinforce the business model.

The current structure, based on business units and service teams as enablers of organisational performance, supports a customer focused organisation delivering quality outcomes.

The structure provides the context for a flexible matrix management approach and a flat organisation with an integrated outcomes focus. This move away from distinct departmental functional responsibilities and hierarchical management has addressed the issue of a silo paradigm and a bureaucratic approach which produced ineffective communication and service across the organisation.

The matrix approach is enhancing collaboration across the different business units and promoting lateral communication. This has been further supported by the establishment of a Project Management Office to drive delivery of Council’s priority projects and monitor organisational performance.

The organisation structure when supported by high performing leaders and an engaged and enabled staff builds a strong foundation for organisational performance and customer service.
Richmond Valley Council’s current structure @ May 2015

- Council
- General Manager
- Chief Operating Officer
- Support Services
- Organisational Management
  - Strategy and Direction
  - Communications
  - Economic and social development (including assets and tourism and community engagement)
- Director Infrastructure & Environment
  - Planning & Assets (Purchaser)
  - Workforce (Provider)
  - Regulatory Services
- Organisational development
- Performance
- Finance and Budget
- Information services
- Governance and Risk
- Administration
- Customer contact and Libraries
A culture of performance, innovation and customer service

Through application of the integrated planning and reporting framework, Richmond Valley Council has refined its strategic planning and annually clarifies priorities and deliverables, reviewing the resources required for strategy execution. People deliver strategy and Council is focused on how we will develop a winning culture and business practices that enable us to realise our commitments.

It is commonly understood that culture can make or break organisations. Richmond Valley Council is building a successful culture to drive strong performance and strengthen reputation, innovation and service delivery.

Culture is defined as the intangible assumptions, social norms, values, vision, systems, language and habits common in an organisation that determine how people will interact, influencing behaviours and outcomes. The context in which people operate is influenced by numerous factors which can be influenced as levers for change. The following model informs an integrated approach to change leadership:

```
<table>
<thead>
<tr>
<th>Interior perspective</th>
<th>Exterior perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td>People’s ideals, beliefs, mindsets</td>
<td>People’s behaviour</td>
</tr>
<tr>
<td>Organisational &amp; community culture</td>
<td>Organisational systems (structures, processes, practices)</td>
</tr>
</tbody>
</table>
```

Adapted from Ken Wilber’s four-quadrant model and applied to organisations

Council is addressing the quadrants in a number of ways:

**Shifting attitudes and behaviour**

- Organisation communication strategy and plan developed and implemented.
- Senior leadership development program.
- Ending of the Working Hours Agreement in 2012 to provide for maximum flexibility of working arrangements for service delivery.
- Reviewing the salary system in consultation with staff to reflect the needs of a modern workplace.
• Introducing a Performance and Recognition Management System (PARMS) as a framework to align staff values and behaviours with corporate and community direction and to facilitate performance coaching conversations into daily operations.

• Recognition and reward initiatives to celebrate high performing individuals and teams and reward achievements directly linked to activities contributing to Council’s strategic goals.

• Emerging leaders and talent management programs in development to recognise the needs of an increasingly diverse workforce.

**Organisational culture**

• Rebranding project with new modern corporate logo, town entry signs and brand awareness campaign designed with the local Chamber of Commerce (“I did it in Casino” promotional campaign supported by a “Richmond Valley Made” merchandise stamp) to build civic pride and economic development.

• Our people promoting Richmond Valley Council as an employer of choice.

• Restructuring the organisation to move to a matrix management approach and outcome focus.

• Reviewing the recruitment and retention strategy to attract, develop and retain talented employees to promote innovative ideas and new capability.

• Initiating a Youth Employment Strategy to create job opportunities for the region’s youth and refresh the culture bringing diversity and new approaches (21 traineeships offered to local youth in 2014/2015).

• Building capability by reducing reliance on contractors and directly employing more local people and investing in plant and equipment stock.

**Aligning structures, processes, practices**

• Renewal of internal systems and processes to manage and utilise data for effective decision-making.

• Implementation of an integrated technology solution improving the overall business experience and delivering professional customer interactions.

• Corporate information systems managing Council’s knowledge base with online standardised, centralised procedure manuals for each area being developed.

• Project Management Office established to ensure efficient and effective delivery of projects and facilitate cross-collaboration of teams.

• Establishment of “one stop” Customer Service Centres with extended hours to support a customer focused organisation.
Leading community and regional opportunities

- Taking initiatives to the NOROC General Managers group and supporting the development of the Northern Rivers Joint Organisation.
- Capitalising on CEO appointment as Chair of Northern Rivers Regional Development Australia.
- Developing, promoting and hosting regional training initiatives.
- Collaborating to develop innovative approaches to regional IT projects.
- Contributing to the Northern Rivers Human Resources Interest Group and extending its focus to organisational development in a regional context.
- Leading the way with regional procurement to achieve savings to enable additional investment in the region.

Our approach to cultural transformation demonstrates Richmond Valley Council’s commitment to developing a culture of performance, collaboration and innovation to respond to the challenges that face the sector and become a benchmark local government organisation shaping positive change in our community and across the region.
Our Performance and Recognition Management System (PARMS)

Council introduced a new Performance and Recognition Management System (PARMS) in 2013 to drive a performance culture and support employees to engage and fully contribute to organisational goals. Progression through the organisation is tied to evidence of consistently strong performance. A flexible incentives program is applied to recognise and reward the achievements of individuals and teams.

PARMS is positioned as part of an integrated approach to organisational development and is a key mechanism to engage our people in an ongoing conversation for performance.

In the initial implementation of PARMS the emphasis was to integrate Council’s values, core qualities and behaviours into the way of doing business by:

- Reviewing key responsibilities and accountabilities in all role descriptions to reflect the needs of the delivery program;
- incorporating our values, core qualities and behaviours into all role descriptions and hiring primarily for cultural fit as well as experience and skill;
- defining the core qualities and behaviours expected of all employees and integrating a rating assessment of behaviours into performance reviews;
- performance coach training delivered to all supervisors;
- recognising and celebrating high performing individuals and teams role modelling the values and behaviours.

Whilst performance coaching must be a continuous process, an annual review cycle is also provided to formally assess outcomes for the past year and set objectives for the next year.
The annual performance review facilitates a positive conversation to assist all employees to:

- clarify key responsibilities and priorities;
- review performance against expected outcomes;
- assess the application of values, core qualities and behaviours;
- acknowledge the past year’s achievements;
- receive feedback on areas for development;
- establish clear objectives and performance indicators linked to organisational goals;
- discuss how the supervisor can better support employee performance.

In addition, the review process:

- identifies training and development needs to inform the organisational Training and Development Plan;
- encourages active leave planning to maintain health and well-being;
- assesses short-term succession planning requirements to cover leave absences.

With a platform of consistent behaviours in place, the second cycle of PARMS performance reviews built on this foundation by bringing an emphasis to forward planning. Every employee was supported to develop “SMART” objectives and performance indicators which align with the priority goals and key performance indicators of Council.

PARMS is central to engaging staff to fully contribute to organisational goals by integrating performance coaching into the way we do business. To engage and contribute fully to organisational goals every employee must understand how their role fits into the overall strategy of the organisation, and have clear objectives and actions plans with defined performance indicators that link to Council’s strategic goals.
The following overview depicts how managing performance is intrinsically linked to our planning and delivery processes:

Community Strategic Plan

Quality, attitudes, behaviours

Delivery and Operational Plans

Vision and Values

Line Manager

**Individual performance plan**

SMART Objectives

(Specific, Measurable, Achievable, Relevant, Timebound)

key skills/qualities/behaviours,
measurement criteria,
development plan

Annual appraisal

End of year Performance Review

Record kept throughout the year

Review

Regular feedback/discussion
formal interim review(s)
adjusting objectives
Building capability in our people

Recruiting for cultural fit

Richmond Valley Council’s values statement recognises that organisational success is based on our people's ability to perform:

“Council promotes a workforce of passionate people, loyal to the organisation, colleagues and the community. Our people are held as our primary asset and integrity and trust is the foundation of our culture.”

Attracting and developing the right people and recognising the benefits of a diverse workforce are key to shaping a successful culture. Council has been modernising the organisation and refreshing the culture over the past three years to achieve efficiency and effectiveness. This environment coupled with the lifestyle opportunities of the region form our core proposition to attract people to live and work in the beautiful Richmond Valley.

Key initiatives to attract the right people to employment opportunities include:

- review of Council’s employer brand proposition to promote Richmond Valley Council as an employer of choice offering an attractive lifestyle package;
- review and improvement of recruitment processes to create a positive, efficient experience;
- hiring for cultural fit as well as skill and experience;
- refresher training for supervisors in the recruitment process;
- deployment of the HR modules in the integrated technology system to streamline HR processes.

Youth Employment Strategy

Council has an aging workforce which is being addressed by our Youth Employment Strategy (YES) designed to attract and develop younger recruits. This initiative also supports a key priority of Richmond Valley’s community to create youth employment opportunities as part of its economic development strategy.

In 2014/2015 twenty one (21) local high school students said “yes” to our invitation to develop a career at Richmond Valley Council through scholarships, apprenticeships and traineeships. The key success factors of our Youth Employment Strategy, an ongoing initiative, are:

- annual career’s evening and information sessions hosted by Council to promote the wide range of career opportunities available in local government;
- building strong relationships with local educational institutions to promote career opportunities in Council;
- 21 local high school students recruited in 2014/2015 to a range of roles including business administration, civil construction, electro technology, engineering, fabrication, finance, horticulture, planning and development, mechanical, stores and water
operations (2 scholarships, 1 internship, 5 apprenticeships, 7 traineeships and 6 school-based traineeships);

- scholarships offered for Civil Engineering and Social and Urban Planning degrees at the region’s Southern Cross University to address future skill shortages;
- mentors assigned to trainees with regular progress reporting.

**Working with our community**

Complementing the YES initiative, Council also creates employment and development opportunities through the following initiatives:

- Reducing reliance on contractors by directly employing more local people and investing in plant and equipment stock. The success of this strategy is evidenced by delivery of Council’s scheduled capital works projects to time and budget with quality outcomes since 2013.
- Implementing our Aboriginal Employment Strategy to ensure indigenous employment at Council reflects the local population percentage.
- Providing work experience opportunities for young people to gain skills and get a feel for working at Council.
- Working with the local university to provide work experience for under graduates.
- Offering traineeships to existing and new employees (33 trainees employed by Council at May 2015).
- Partnering with agencies to implement community projects providing work placement opportunities for young unemployed people to assist them in becoming job ready.
- Partnering with agencies to support school-based traineeships for aboriginal youth providing ongoing employment opportunities at Council upon successful completion in a number of cases.
- Providing placements for Work for the Dole participants.
- Contributing to career events at local educational institutions.
- Promoting and facilitating volunteer involvement in community programs.

**Developing talented individuals and teams**

Council offers a diverse range of careers and fosters a culture of learning and development. In 2014 Council undertook a full review of training to ensure current and future training needs would support Council’s strategic goals.

Training needs are identified with staff as part of the PARMS process and reviewed in the context of the delivery program. Council’s training and development investment is over $500K annually.
Development of all our people commences with a three-month induction program including a Corporate Induction day presented by the General Manager and incorporating a tour of Council’s assets. The induction process creates a good understanding and sense of engagement with Council’s business at all levels of the organisation.

In addition to our formal training plan, developing talent management programs that recognise the different needs of an increasingly diverse workforce is a critical part of our career and succession planning. Some examples of talent management initiatives include:

- Emerging leaders program exposing rookie recruits to senior leaders.
- Mentoring programs in development for all trainees.
- Gen Y/Z development and networking initiatives.
- Master classes.
- Leadership development program for the senior management team.
- Women in leadership programs.
- Succession plans and mentoring programs in place for key roles.
- Short-term succession planning and mentoring in place for all roles.

Recent examples of informal talent management initiatives include:

- Participation of some of our younger recruits in the Beef Week fashion parade, modelling the “Richmond Valley Made” merchandise.
- Tour of the Casino Saleyard for our Casino based YES recruits during Beef Week.
- Smart devices Master class delivered by Gen Y/Z for our outdoor staff and others.
- Scholars and interns invited to management and meetings.

Another key talent management strategy is to create an environment of innovation and accelerated learning from ‘action-reflection-action’ so that knowledge enhancement and skill development shifts from the formal environment of classroom training to the more informal learning environment of the workplace itself (a marker of a healthy culture). In this environment the teachers are colleagues, peers and leaders, who are engaged with each other in ‘action learning’. Within this context coaching or extracting the learning and knowledge transfer from the immediate work challenges is a value added activity.

Initiatives to support collaboration, innovation and action learning include:

- Establishing ‘change agents’ across the organisation to support the change process.
- “Ideas in a box” concept.
- Establishing cross organisational working groups focused on priority challenges/opportunities.
- Project teams, involving people from across the organisation, driving priority programs.
• Engaging and enabling staff in coaching conversations integrated into daily operations.
• Peer mentoring programs to facilitate knowledge transfer across generations.
• Development of interpersonal skills to facilitate a positive and productive response to change and action learning.
• Communication planning to expose staff to senior management and engage all employees in organisational development and change.
• Development of a practical guide to deliver regular and consistent communication activities via a range of media to provide ongoing purpose and direction to staff in execution of their roles and in the development of a high performance culture.
• Promotion of outstanding performance and achievements of our people/teams via a range of media, including a weekly message from the CEO delivered online to smart devices.
• Consultative mechanisms in place to facilitate the change process and minimize disruption to our service.
• Partnering with our neighbours on regional initiatives.
Health and well-being

Council actively encourages employees to utilise the leave provided to them to assist in proactively maintaining their health and wellbeing.

Council is committed to implementing a focused health and wellbeing program to promote a healthy workplace. The aim of the program is to:

- create a healthy, supportive and safe work environment evidenced by fewer injuries/claims;
- ensure health becomes an integral part of business planning; and
- deliver flow on effects to worker families, the community and the environment.

Studies provide compelling evidence supporting the value of workplace health and wellbeing initiatives for the physical, mental, and social wellbeing of employees. There is direct evidence of this at Richmond Valley Council reflected in a downward trend of injuries over the past two years.

One simple example of a successful intervention for well-being was the introduction of a morning exercise program at our depots before the work crews commence jobs to ensure they have warmed up their muscles to prevent strains.

When injury does occur in the workplace a focused injury management process is implemented to assist employees with appropriate support interventions. Rehabilitation programs are also implemented to assist employees to return to work as soon as possible after injury by providing alternative/suitable duties.

All employees are encouraged to access our Employee Assistance Program to proactively support them with personal or work related issues.

The health and wellbeing program integrates with the organisational development plan and complements the cultural change process by supporting:

- increased productivity;
- reduced worker turnover;
- increased staff morale, satisfaction and motivation;
- increased ability to attract new employees;
- reduced sick leave.
Safety and risk management

Council is committed to promoting and improving Work Health, Safety and Risk Management to ensure a safe and healthy environment for our workers and our community. A Safety Management Plan is implemented across Council ensuring a strong safety culture throughout the organisation.

Through the ongoing development of our systems we ensure our responsibilities are achieved by focusing on proactive safety and risk initiatives which are integrated into daily operations by:

• Ongoing WHS training for all employees and volunteers.
• Regular toolbox talks on safety issues.
• Proactive Safety Committee.
• Risk identification, assessment and control measures.
• Incident reporting and corrective actions developed and implemented.
• Ongoing auditing and review.
• Communication and consultation with all stakeholders.

Work Health and Safety and Risk Management is a corporate priority in both strategic and day to day conduct of Council and its related activities reinforcing a proactive safety culture across the organisation.
**Improving our service**

Council must continually adapt to meet the changing service expectations of the community whilst achieving efficiency savings across Council. This requires an ongoing review and scrutiny of all Council’s operations. Service level reviews will be conducted as part of planning and prioritising activities in consultation with the community.

Council has invested over $1.7M to implement an integrated Corporate Information System, deploying the following modules in this delivery program period: Financials & Supply Chain, HR & Payroll, Property & Rating, including a Customer Request Management system. This integrated system has provided significant improvement to our service provision and continues to provide opportunities for improving business processes and information management. Ongoing Business Process Improvement working groups are in place to ensure Council continually improves efficiency, effectiveness and productivity.

Operating in an environment of change is now the norm and developing an adaptable and flexible culture is our aim for continual improvement.

**Measuring and monitoring**

Management relies on timely and accurate data to track performance and make informed decisions. Richmond Valley Council introduced sustainability and performance benchmarking at both the elected and operational levels to address this need. Regular dashboard reporting of organisational key performance indicators supports senior management to identify challenges and opportunities, proactively facilitating a culture of innovation and continuous improvement.

Performance monitoring has also been integrated across the organisation via the performance review process as part of PARMS. All employees have key objectives and performance indicators aligned to organisational objectives to monitor progress against deliverables and service levels.

Staff surveys are used to measure the success of the culture transformation program. In addition, ad hoc internal surveys of business units/processes are utilised to ensure continuous improvement to customer service.

This focus on corporate performance measures and reporting of outcomes is maintaining a performance culture for service delivery. It also enables Council to recognise and reward employees for activities directly linked to achievement of its strategic goals.

Richmond Valley Council is one of 78 councils participating in the NSW Local Government Operational and Management Effectiveness Insights Surveys conducted by PwC and Local Government Professionals Australia. The reports from the surveys are being utilised to benchmark our progress and identify areas for improvement. Appendix A below outlines the priority benchmarks being reviewed to support Richmond Valley Council in becoming a high performing organisation.
Appendix A

Organisational Development - key benchmarks

Richmond Valley Council is one of 78 councils participating in the NSW Local Government Operational and Management Effectiveness Insights Surveys conducted by PwC and Local Government Professionals Australia. The reports from the surveys are utilised to benchmark progress and identify areas of improvement.

Outlined below are extracts from the FY14 report highlighting the priority benchmarks being tracked to support Richmond Valley Council in becoming a high performance organisation:

**Build Capability**

*Agency staff* (agency staff spend as a percentage of total expenditure on employees/agency)

- Reflects Council’s decision to reduce reliance on contractors and directly employ local people and invest in plant and equipment. Percentage expected to reduce to zero.

*Paid overtime*

- Overtime has increased partly due to leave replacement additional hours by specialist staff (usually funded by absent staff salary allocation).
- Reviewing ordinary time productivity and prioritisation and flexibility of start/finish times.
- Overtime is now trending downwards. Aim to reduce overtime to 4% benchmark.

*Leave management*

- Active leave management plan in place to reduce AL to 8 weeks and LSL to 13 weeks, with a further reduction to 4 weeks AL / 8 weeks LSL in line with industry benchmarks.
**Rookie rate (percentage of new employees in past 2 years)**

Overall survey population rookie rate is 17%
- Part of the strategy to refresh our culture.
- Attracting talent into new roles to build capability to reflect the changed priorities.
- Recruiting young and local people to address an aging workforce and drive economic development.
- Branding proposition review to attract for cultural fit.
- Recruitment process review to ensure a positive experience for applicants.

**Staff turnover rate (excluding casuals)**

Survey population median staff turnover rate is 11%
- Reflects our change strategy to clear and refresh our culture. The benchmark will be monitored and adjusted as the organisation stabilises.

**Turnover rate in first year of employment (excluding casuals and fixed term employees)**

Survey population median staff turnover in the first year is 18%
- FY13 proportion of leavers with less than one year service was 11%.
- 25% female turnover in first year (regional benchmark 20%).
- 67% Gen Y turnover in first year (regional benchmark 18%) – area of concern being addressed by tailored development programs and flexible incentives.
Gender diversity – 28% female staff

- Area of focus to improve diversity, particularly in leadership roles. Recruitment process review with refresher training to promote active diversity strategy. Succession planning commenced to actively develop younger leaders.
- Newly promoted female Director will be reflected in FY15 report.

Generational diversity

- Area of focus to support career development of young talent with emerging leaders program.
- 21 young local recruits into scholarships, apprenticeships and traineeships in 14/15.

Productivity (output: controllable revenue growth; workforce: growth in total employee costs)

- Movement from austerity to aggressive growth during significant period of change (Special Rate Variation, workforce cost increases as part of intentional strategy).
• Aim for prudent growth as the organisation stabilises.

**Develop our People**

**Training Spend**

Figure 1.29: Actual training spend against training budget per FTE

• Formal training plan developed annually as part of PARMS process.
• Informal development interventions for collaboration, innovation and action learning.
• Mentoring programs in place for scholars, apprentices and trainees.

**Management development training**

Figure 1.30: Percentage of staff who participated in management development training

• Leadership development program for senior management team.

**Staff engagement**

Figure 5.1: Did your staff engagement levels improve during the year ending 30 June 2018?

Figure 5.7: As part of the business planning process, do your staff have planning criteria that assist them in developing their plans?
Continually improve our service

**Linking performance outcomes to the Delivery Program**

- Area of focus to align individual/team objectives with strategic and operational goals. During the PARMS process in FY14/15 all staff were supported to establish clear objectives and performance indicators linked to organisational goals for the next financial year.

**Internal audit effectiveness**

**Figure 4.9: Does your internal audit function perform well* in the following areas?**

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage of survey population</th>
<th>FY13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning the scope of the audit plan with stakeholder expectations</td>
<td></td>
<td>72%</td>
</tr>
<tr>
<td>Focusing on critical risks and issues the council is facing</td>
<td></td>
<td>68%</td>
</tr>
<tr>
<td>Delivering cost-effective and value-adding services</td>
<td></td>
<td>66%</td>
</tr>
<tr>
<td>Engaging and managing relationships with stakeholders</td>
<td></td>
<td>63%</td>
</tr>
<tr>
<td>Promoting quality improvement and innovation</td>
<td></td>
<td>80%</td>
</tr>
<tr>
<td>Obtaining, training, and/or sourcing the right talent for audit needs including using specialists</td>
<td></td>
<td>50%</td>
</tr>
<tr>
<td>Delivering services with a service-oriented team</td>
<td></td>
<td>49%</td>
</tr>
<tr>
<td>Leveraging technology effectively when executing audit services</td>
<td></td>
<td>45%</td>
</tr>
</tbody>
</table>

* *Perform well* consists of those who responded extremely well and quite well

\( n = 78 \)
$1.7M investment in integrated technology system.

IT innovation budget.

Draft IT strategy being finalised to outline a clear vision on how technology will support outcomes and develop efficiency and effectiveness.

**Corporate performance measures**

Regular dashboard reporting of key performance indicators in development.

Performance coaching and tracking integrated across Council via PARMS process.

Communication plan in place to regularly update employees on how KPIs are tracking.
Appendix B

Richmond Valley Council demographics as at May 2015

At first glance the age range of Richmond Valley Council employees towards being an older workforce is readily apparent, particularly amongst the male population.

The Youth Employment Strategy has increased the Gen Y cohort in 2014/2015.

Staff demographics by age and gender

![Age Spread graph]

Percentage distribution of female/male staff numbers

![Age Column chart]

*NB: The above represents the age distribution of each male and female cohort, not a percentage of total staff numbers.*

Another risk factor is that of losing trained professional staff and managers.
The above graph shows the age profile of employees in roles that are considered critical skills within Council.

These roles are considered "critical" skills as they are drawn from the professional, university trained and para-professional groups, together with those operational supervisors and managers who bring extensive experience to their roles.

Supporting traineeships and implementing mentoring programs for succession planning is addressing this risk.

**Availability of local staff**

Apart from staff in high risk roles, over half of Council's employees occupy positions at less than Grade 10 and the availability of people to fill those roles in the future also requires consideration.

Predominantly, these employees perform operational and manual tasks, are drawn from the local area and are relatively stable in their employment pattern.

The availability of post school aged youth to join Council's staff is limited, as shown below. However, implementation of the Youth Employment Strategy is ensuring Richmond Valley Council is successfully attracting bright young school leavers.
Comparison of Northern Rivers and NSW age distribution

Age Forecast for Northern Rivers compared with NSW for 2027

It would appear the loss of people in the Northern Rivers from 19 to 39 years, contrary to the state-wide trend, will be maintained over the next 15 years. At the same time however, the number of people aged above 60 years has increased dramatically. This emphasises the importance of the Youth Employment Strategy.
Age Distribution in Richmond Valley Local Government Area

Age Distribution Richmond Valley compared with NSW

Source: ABS Census of Population and Housing 2011
Aboriginal population

The graphs above shows the Aboriginal community shares population losses similar to the rest of the Northern Rivers, however, its numbers do not recover above age 30 years.