



Resourcing Strategy

2025-2029

Adopted | April 2025

Resolution Number | 25/047



Goldenfields
Water

Long Term Financial Plan

2025-2029



Funding the Delivery Program

Council has prepared a Long Term Financial Plan (LTFP) to inform decision making and demonstrate how the objectives of the Business Activity Strategic Plan (BASP) and the commitments made in the Delivery Program and Operational Plan will be resourced and funded.

The LTFP captures the financial implications of asset management and workforce planning by identifying how Council's assets will be renewed, upgraded or increased and provisions for maintenance of required service levels.

The LTFP has been developed for a period of 10 years and is based on the required capital upgrades as set out in the Asset Management Strategy and Asset Class plans, as well as the potential asset acquisitions required due to service level improvements identified.

Planning assumptions

- Water sales projections have been based off 8,001 ML per annum noting expected warmer and dryer seasons ahead and a 7 year average of 7,922 ML.
- 5% per annum price increases for 4 years, followed by 3% per annum price increase for following years.
- 3% per annum increase in employee costs on average.
- 3% per annum increase in operational expenditure, excepting the below:
 - 18% per annum increase in purchase of water for next 5 years as per Water NSW pricing proposal, followed by 3% per annum increase.
 - No increase to electricity costs at major pump stations for 4 years as per contract with supplier, then 3% per annum increase.
- Capital works program based on a 10 year asset plan developed by engineering staff.

Planning assumptions

Conservative average water sales projections of

8,001 ml
per annum

5%

per annum of price increase

3%

per annum increase in employee costs

3%

per annum increase in operational expenditure

Capital works program based on a

10 YEAR ASSET PLAN

developed by engineering staff



Financial modelling

While Council's greatest source of variability in income arises from water sales, Council's ability to manage revenue from water sales lies within the pricing structure. As Council cannot predict the weather and hence the resulting water use, Council have completed financial modelling for varying pricing increases over the coming four years and have opted for a constant water use based off previous averages.

Council have modelled the long term financial plan using price rises of 3%, 5% and 7% per annum for the upcoming four years, with future years returning to a 3% per annum. It was noted that on average, a 2% increment in a price rise results in \$600,000 per annum income increase. Hence, after four years of the variable price rise, the difference in annual income between each option is \$2.35 million. It is noted that a 3% price increase for all 10 years results in a permanent operating deficit for the 10 year period. This also resulted in cash reserves dropping below the amount internally restricted by 2031 FY. Whereas, a 7% increase for the next four years results in an operating surplus being achieved by the 2027 financial year. This scenario prevents a significant drop in cash reserves and results in cash reserves nearly doubling from their current value by the end of the 10 year forecast. The scenario of a 5% increase over four years ensures cash reserves do not drop below the restricted amount and allows for Council to see an operating surplus by the 2028 financial year.

During the scenario analysis, operating expenditure typically increased at the rate of CPI without significant variation (other than those listed in the assumptions). Capital expenditure was noted as being in excess of \$9 million per annum, in line with depreciation and exceeding it in earlier years of the forecast.

In reviewing the price increase to be adopted, Council opted for a 5% increase for the next four years, before reducing price rises to 3% with the below considerations in mind:

- Increased income is required to fund depreciation and maintain current levels of service, following increased depreciation costs from completing a comprehensive revaluation.
- To ensure the organisation's net operating result does not remain a deficit long term and does not encroach on internally restricted funds.
- Capital project funding for assets at end of life.
- A 5% increase is within IPART's maximum core rate peg for this financial year (5.1%) before population factors and adjustments.
- The price increase is in line with rate pegs of constituent Councils.

10 Year Budget Estimates & Financial Planning

Scenario 1

10 Year LTFP based on 3% per annum price increase

GOLDENFIELDS WATER COUNTY COUNCIL											
INCOME STATEMENT	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME FROM CONTINUING OPERATIONS											
Rates & Annual Charges	6,464	6,648	6,852	7,043	7,277	7,496	7,724	7,958	8,204	8,454	8,712
User Charges & Fees	18,942	19,522	20,103	20,722	21,323	21,984	22,646	23,287	23,988	24,688	25,410
Other Revenues	328	391	380	393	381	394	395	399	401	406	410
Grants & Contributions provided by Operating Purposes	81	828	828	83	82	82	82	82	82	82	82
Grants & Contributions provided for Capital Purposes	1,651	1,505	1,506	1,655	1,573	1,560	1,573	1,590	1,574	1,574	1,578
Interest & Investment Revenue	1,200	958	651	394	216	260	410	570	729	850	990
Total Income from Continuing Operations	28,666	29,106	29,574	30,290	30,852	31,776	32,830	33,886	34,978	36,054	37,182
EXPENSES FROM CONTINUING OPERATIONS											
Employee Benefits & On-Costs	10,276	10,787	11,144	11,517	11,863	12,212	12,574	12,948	13,334	13,729	14,137
Materials & Contracts	10,036	10,046	10,167	10,347	10,601	10,937	11,241	11,554	11,875	12,205	12,545
Depreciation & Amortisation	9,603	9,690	9,790	9,890	9,990	10,090	10,190	10,290	10,390	10,490	10,590
Other Expenses	198	186	188	190	190	189	189	189	189	189	189
Total Expenses from Continuing Operations	30,113	30,709	31,289	31,944	32,644	33,428	34,194	34,981	35,788	36,613	37,461
Net Operating Result for the Year	(1,447)	(1,603)	(1,715)	(1,654)	(1,792)	(1,652)	(1,364)	(1,095)	(810)	(559)	(279)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,098)	(3,108)	(3,221)	(3,309)	(3,365)	(3,212)	(2,937)	(2,685)	(2,384)	(2,133)	(1,857)

Scenario 2

10 Year LTFP based on 5% per annum price increase

GOLDENFIELDS WATER COUNTY COUNCIL

INCOME STATEMENT	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME FROM CONTINUING OPERATIONS											
Rates & Annual Charges	6,464	6,780	7,127	7,471	7,870	8,107	8,354	8,607	8,872	9,142	9,420
User Charges & Fees	18,942	19,897	20,865	21,932	23,014	23,702	24,417	25,112	25,847	26,627	27,403
Other Revenues	328	391	380	393	381	394	395	399	401	406	410
Grants & Contributions provided by Operating Purposes	81	82	82	83	82	82	82	82	82	82	82
Grants & Contributions provided for Capital Purposes	1,651	1,505	1,506	1,655	1,573	1,560	1,573	1,590	1,574	1,574	1,578
Interest & Investment Revenue	1,200	958	651	394	216	260	410	570	729	850	990
Total Income from Continuing Operations	28,666	29,613	30,611	31,928	33,136	34,105	35,231	36,360	37,505	38,681	39,883
EXPENSES FROM CONTINUING OPERATIONS											
Employee Benefits & On-Costs	10,276	10,787	11,144	11,517	11,863	12,212	12,574	12,948	13,334	13,729	14,137
Materials & Contracts	10,036	10,046	10,167	10,347	10,601	10,937	11,241	11,554	11,875	12,205	12,545
Depreciation & Amortisation	9,603	9,690	9,790	9,890	9,990	10,090	10,190	10,290	10,390	10,490	10,590
Other Expenses	198	186	188	190	190	189	189	189	189	189	189
Total Expenses from Continuing Operations	30,113	30,709	31,289	31,944	32,644	33,428	34,194	34,981	35,788	36,613	37,461
Net Operating Result for the Year	(1,447)	(1,096)	(678)	(16)	492	677	1,037	1,379	1,717	2,068	2,422
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,098)	(2,601)	(2,184)	(1,671)	(1,081)	(883)	(536)	(211)	143	494	844

Scenario 3

10 Year LTFP based on 7% per annum price increase

GOLDENFIELDS WATER COUNTY COUNCIL

INCOME STATEMENT	Current Year	Projected Years									
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INCOME FROM CONTINUING OPERATIONS											
Rates & Annual Charges	6,464	6,912	7,406	7,916	8,499	8,754	9,020	9,294	9,580	9,870	10,171
User Charges & Fees	18,942	20,271	21,661	23,189	24,800	25,542	26,330	27,078	27,860	28,694	29,550
Other Revenues	328	391	380	393	381	394	395	399	401	406	410
Grants & Contributions provided by Operating Purposes	81	82	82	83	82	82	82	82	82	82	82
Grants & Contributions provided for Capital Purposes	1,651	1,505	1,506	1,655	1,573	1,560	1,573	1,590	1,574	1,574	1,578
Interest & Investment Revenue	1,200	958	651	394	216	260	410	570	729	850	990
Total Income from Continuing Operations	28,666	30,119	31,686	33,630	35,551	36,592	37,810	39,013	40,226	41,476	42,781
EXPENSES FROM CONTINUING OPERATIONS											
Employee Benefits & On-Costs	10,276	10,787	11,144	11,517	11,863	12,212	12,574	12,948	13,334	13,729	14,137
Materials & Contracts	10,036	10,046	10,167	10,347	10,601	10,937	11,241	11,554	11,875	12,205	12,545
Depreciation & Amortisation	9,603	9,690	9,790	9,890	9,990	10,090	10,190	10,290	10,390	10,490	10,590
Other Expenses	198	186	188	190	190	189	189	189	189	189	189
Total Expenses from Continuing Operations	30,113	30,709	31,289	31,944	32,644	33,428	34,194	34,981	35,788	36,613	37,461
Net Operating Result for the Year	(1,447)	(590)	397	1,686	2,907	3,164	3,616	4,032	4,438	4,863	5,320
Net Operating Result before Grants and Contributions provided for Capital Purposes	(3,098)	(2,095)	(1,109)	31	1,334	1,604	2,043	2,442	2,864	3,289	3,742

Workforce Management Plan

2025-2029



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What Is The Workforce Management Plan?

Goldenfields Water's Workforce Plan 2025-2029 (the "Plan") is designed to optimise the capacity of Council's workforce resources, ensuring alignment with the objectives of the Business Activity Strategic Plan (BASP). The Plan adheres to the Office of Local Government's Integrated Planning and Reporting requirements and plays a critical role in ensuring that Goldenfields Water has the right people in the right roles, at the right time, to effectively deliver on our strategic priorities.

Strategy Development

The key steps in the development of this workforce plan are as follows:

Where are we now?

The first step involved documenting and analysing Goldenfields Water's current workforce profile. This analysis enabled the identification of potential risks associated with the existing organisational structure, as well as opportunities to optimise the use of current resources to enhance operational efficiency and effectiveness.

Where do we need to be?

Next, a thorough analysis was conducted based on the items outlined in Council's Delivery Program and Operational Plan, alongside workforce projections as determined by management. This analysis was used to assess the future workforce requirements to ensure alignment with the strategic goals, considering the Long-Term Financial Plan. This process helped identify gaps in our current workforce and inform strategies to address these challenges.

How do we get there?

To ensure that Council has the right people in the right roles at the right time, strategies outlined in this document will guide the development and execution of workforce plans over the next four years. To maintain the relevance and effectiveness of these strategies, this document will be regularly monitored and reviewed, with adjustments made to ensure continuous improvement and the successful achievement of our strategic objectives.

Mission, Vision & Values



About Us

We supply drinking water to approximately 46,000 customers across an area of 22,526 square kilometres in parts of NSW's South West Slopes and Riverina regions.





Profile

Goldenfields Water is a single-purpose county council that has been providing water supply services in the South West Slopes and Riverina regions of NSW since 1997.

As a county council Goldenfields Water is a unique organisation, especially given it is made up of seven different councils that depend on it to deliver vital drinking water for their communities.

Its seven constituent councils are:

- **Bland Shire Council**
- **Coolamon Shire Council**
- **Junee Shire Council**
- **Temora Shire Council**
- **Cootamundra-Gundagai Regional Council**
- **Narrandera Shire Council**
- **Hilltops Council**

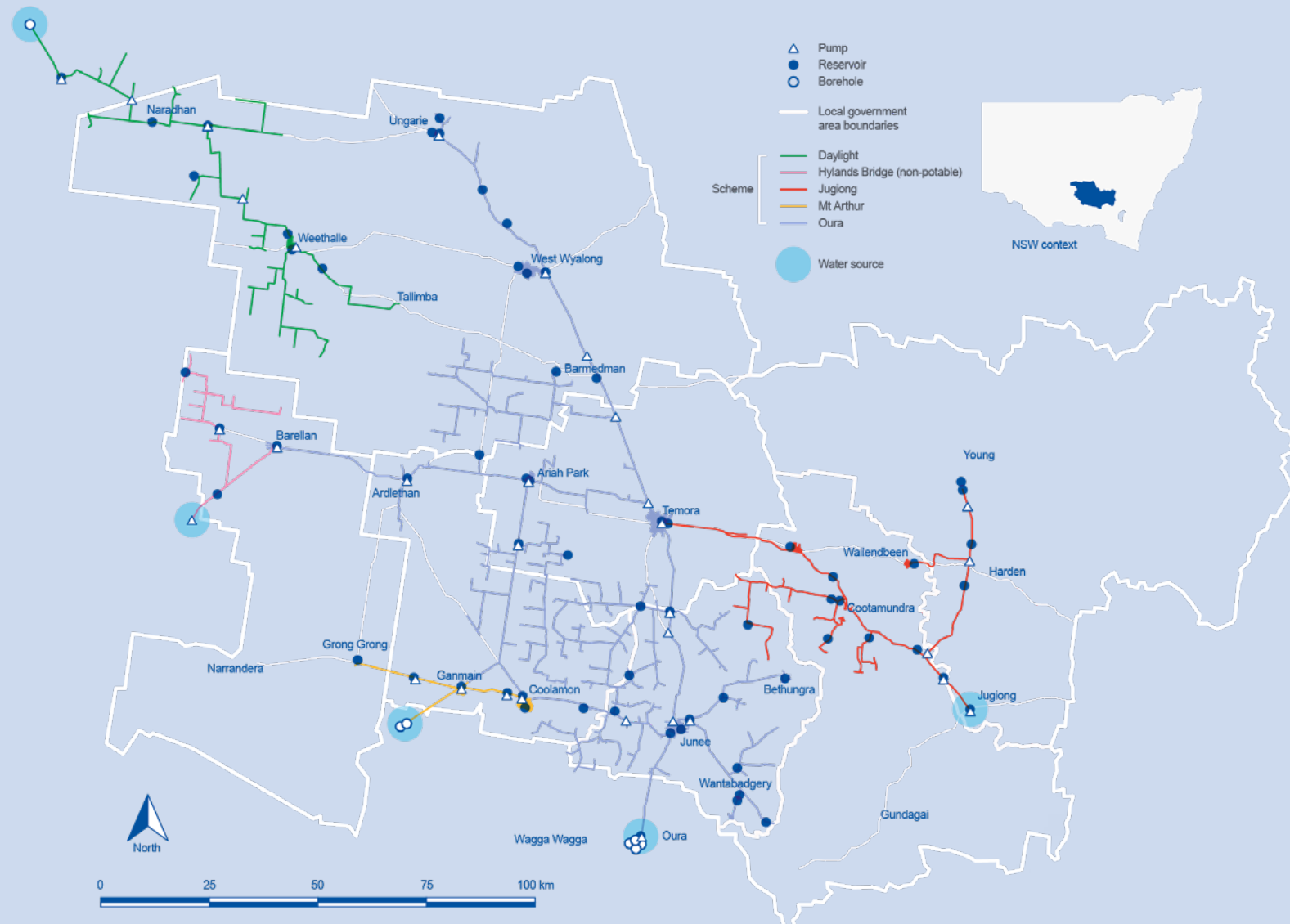
Currently, Goldenfields Water supplies drinking water directly to over 11,974 rural, residential, commercial, and other properties in the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai and Narrandera.

It also supplies:

- Non-potable water (untreated water for non-drinking purposes) directly to 250 rural, residential, commercial and other properties from the Hylands Bridge Scheme.
- Water in bulk to Cootamundra-Gundagai and Hilltops councils, which then distribute water directly to their residents (except those supplied directly by Goldenfields Water in parts of Cootamundra-Gundagai).
- Water in bulk to Riverina Water County Council.

Goldenfields Water's supply system sources its water from Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Overall, the supply system – including water mains, pump stations and treatment plants – covers around 22,526 square kilometres and services approximately 46,000 people and includes more than 2,463 kilometres of water main.

Our Network



Organisational Structure

Goldenfields Water strives to deliver quality water supply and associated services to our community in line with directives set out in our BASP.

Goldenfields Water's organisational structure as shown below, operates under the direction of our Elected Council who represent our constituent communities, along with five business units being the General Manager's Office, Production & Services, Engineering, Corporate Services and operations.

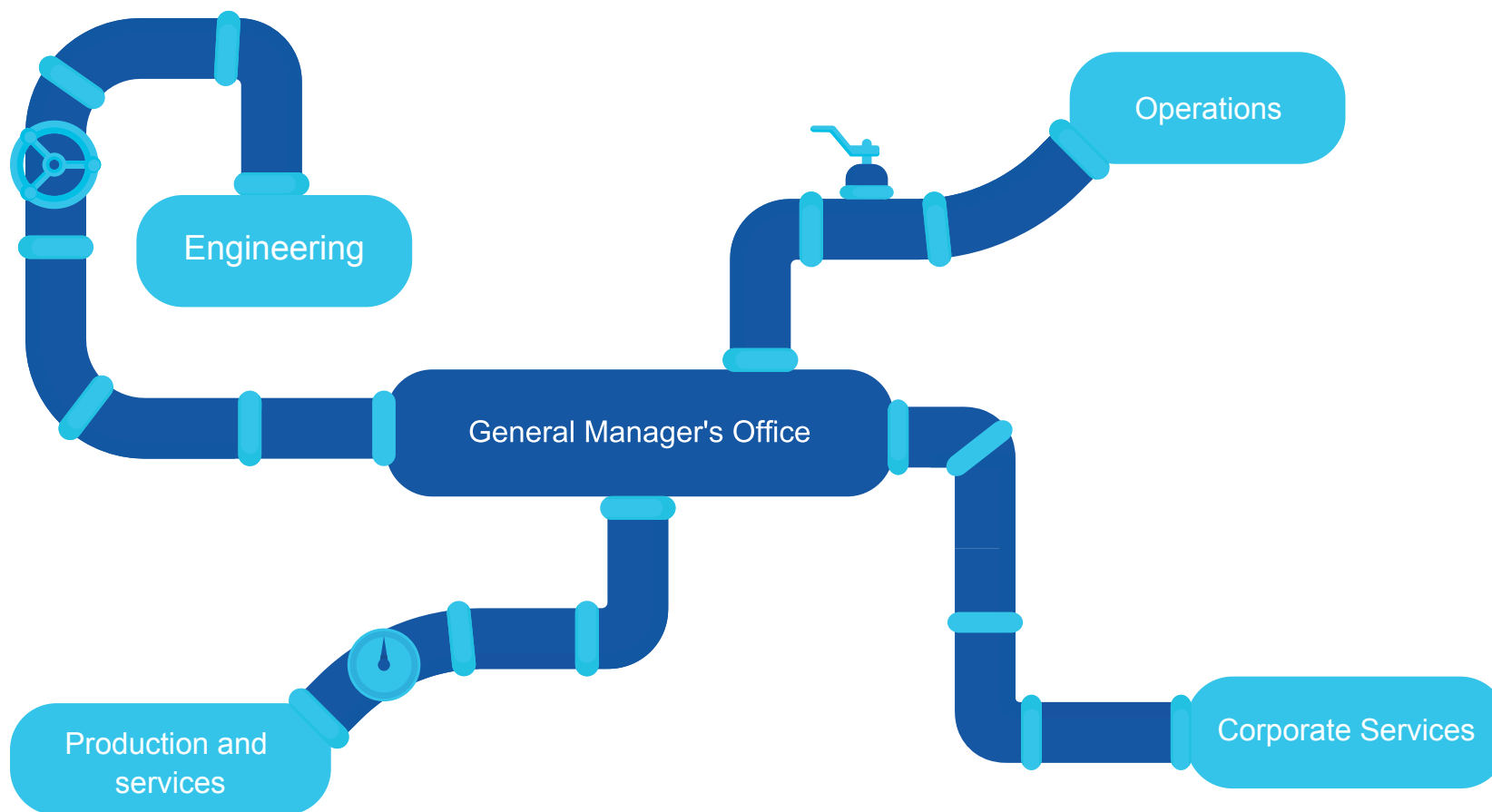


Figure 1 | Goldenfields Water Organisational Chart.

Our Workforce

Workforce Profile

As at 28 February 2025, Goldenfields Water has a headcount of 75 staff members. The figures below visualise the current make-up of our workforce.

Gender Of Total Workforce

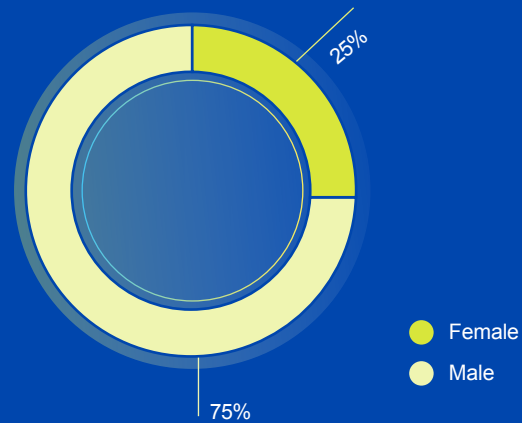


Figure 4 | Gender of total workforce

Corporate position	Male	Female	Total
Executive	1	0	1
Manager	2	2	4
Coordinator	6	4	10
Team Leader (Other supervisory)	2	1	3

Figure 5 | Gender distribution by position type

Number Of Positions Per Business Unit

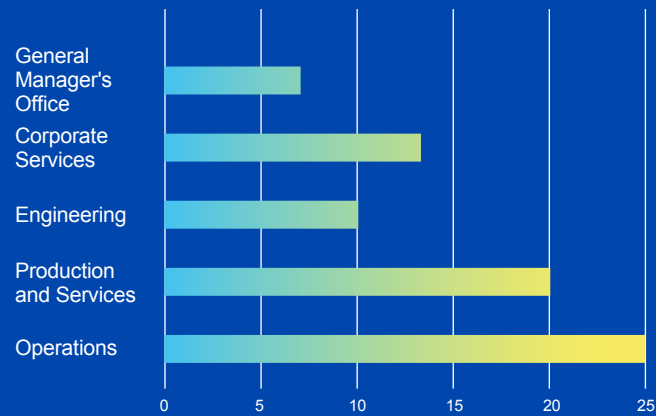


Figure 2 | Number of positions per Business Unit.

Employment Status Of Workforce

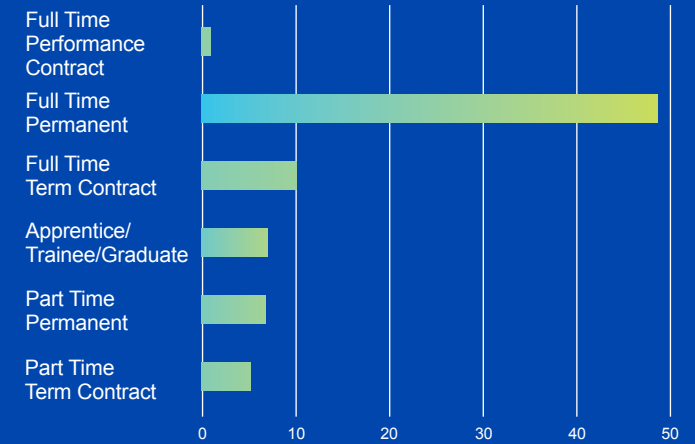


Figure 3 | Employment status of workforce.

Workforce by Age

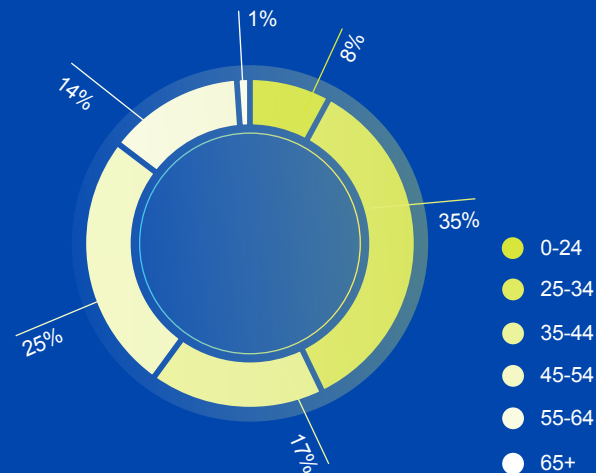


Figure 6 | Age Of Workforce By Percentage

Staff Years Of Service By Percentage

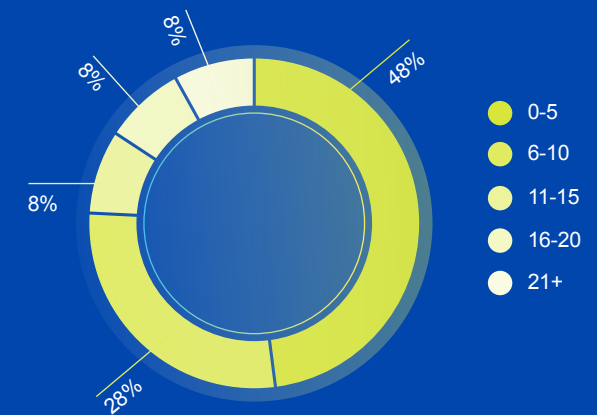


Figure 7 | Staff Years Of Service By Percentage

Workforce Analysis

Analysis of the above figures draws a number of broad conclusions:

Goldenfields Water's current workforce comprises of

75 STAFF MEMBERS
IN TOTAL

64%

of which are employed on a full-time permanent basis

8%

of workforce is made up of trainees, apprentices, and cadets positions

Making evident Goldenfields Water's commitment to providing learning and development opportunities to residents within its constituent communities. This focus on fostering local talent reflects Goldenfields Water's dedication to supporting career growth in the region.

Gender Composition of Workforce

- Goldenfields Water's workforce is currently male-dominated, with only 25% of employees being female. However, a deeper analysis of the types of roles within the organization reveals that 70% of positions are typically considered "male-dominated," particularly in departments such as Operations, Production & Services, and Engineering.
- When these gender-biased roles are excluded from the analysis, women make up approximately half of the workforce, reflecting a more balanced gender distribution within the broader range of positions at Goldenfields Water.
- This indicates that, while gender imbalances exist in certain sectors, there is potential for greater gender parity across the organisation overall.

Age & Years Of Service Of Workforce

- Goldenfields Water's workforce is relatively young compared to many local government organisations. The largest proportion of employees, 35%, are aged between 25-34 years, and 43% of the total workforce is under the age of 34. This youthful demographic is also reflected in the years of service within the organisation. Specifically, 48% of employees have less than five years of service, while only 8% have been with Goldenfields Water for more than 21 years.
- Additionally, 12% of the workforce is expected to retire within the next five years. The majority of employees anticipated to retire are those who have contributed the most extensive lengths of service to the organisation, which may result in the loss of valuable experience and knowledge.

Equal Employment Opportunity

Goldenfields Water is committed to maintaining its status as an Equal Employment Opportunity (EEO) employer. In line with our EEO policy, we recognise the significant value of a diverse workforce and are dedicated to ensuring that our workplace remains free from discrimination in any form.

Our EEO policy is supported through a range of workplace policies and procedures designed to ensure fairness and equity in all aspects of employment. These measures are embedded in our daily practices, ensuring that our systems do not disadvantage individuals based on their identity or membership in any particular group.

Goldenfields Water is committed to providing a workplace where all employees are treated with respect and have equal access to opportunities for growth and development, irrespective of their background or identity. We continuously review and improve our policies to maintain an inclusive environment that fosters diversity and equal treatment for all.

For further details on Goldenfields Water's Equal Employment Opportunity Policy, please refer to the full policy document available [here](#).



Challenges Expected

Council will face several key challenges during the four-year period outlined in this strategy.

These challenges are critical to the organisation's long-term success and operational efficiency:

Ageing Workforce

Although the majority of our workforce is not currently in the ageing demographic, we anticipate that by the end of this period, 11% of staff will enter the 45-54 age group, shifting the workforce's age distribution. Additionally, around 10% of our workforce is expected to retire within the next five years. The most significant risk posed by this is the potential loss of vital organizational knowledge. To mitigate this, we must focus on transferring key knowledge and skills to newer employees, ensuring a smooth knowledge transition and minimizing the impact on business continuity.

Changing Nature Of Work

As Goldenfields Asset Management matures, the Council's Capital Works program has seen significant budget increases to address the asset backlog. However, this trend is reversing with a decrease in the capital works budget over the coming years. For the financial year 2024/25, the capital works program is now budgeted at \$18.4M, followed by \$13M in 2025/26 and 2026/27, \$12M in 2027/28, and \$10M in 2028/29. This reduction in capital works will lead to a decrease in staffing needs, and as a result, previously utilised short-term contract positions will be rescinded.

In response to shifting demands, there has been an increase in permanent staffing, particularly with the formation of the Urban Construction team. This team has been established over the past two years to manage the in-house completion of urban pipeline renewal projects, reducing reliance on external contractors.

Additionally, projects aimed at improving current systems have commenced and are planned for the future, which will require the use of term contract staff. These projects will enhance operational efficiency and contribute achieving strategic priorities. A flexible staffing approach will remain, with term contract staff utilised where necessary to support these critical system improvements.

Skill Shortages

Goldenfields Water's operations are influenced by broader national trends in skill shortages, particularly in sectors such as engineering, accounting/finance management, and information and communications technology (ICT). According to the Hays 2025 Skills Report, 85% of hiring managers in Australia and New Zealand reported moderate to extreme concerns regarding skills shortages across various professions, including those pertinent to Goldenfields Water.

Furthermore, the Australian Industry Group's 2025 Industry Outlook highlights that skills shortages are among the top employment factors affecting businesses, with 29% of respondents citing them as a significant concern.

This national context underscores the challenges faced by organisations like Goldenfields Water in attracting and retaining skilled personnel, especially in rural areas where the competition for talent is intensified. Addressing these challenges may necessitate targeted recruitment strategies, investment in training and development, and initiatives aimed at making rural positions more attractive to potential candidates.

Employee Engagement & Development

With over 50% of Council's workforce comprising Generation Z and Millennials, it is essential to implement strategies that resonate with these demographics to enhance engagement and development. Australian government entities and organisations have adopted several initiatives to attract and retain Gen X and Millennial employees which Goldenfields Water also continues to implement including:

- Flexible Work Arrangements;
- Professional Development Opportunities;
- Employee Engagement Initiatives;
- Competitive Compensation and Benefits;
- Mentorship Programs; and
- Purpose-Driven Work.

Given Council's regional location, accessing cost-effective professional development and networking opportunities may be challenging. Therefore, exploring innovative approaches such as virtual training sessions, partnerships with educational institutions, and regional networking events can help overcome these barriers, fostering employee engagement, professional growth, and loyalty.

Health & Wellbeing

A mentally and physically healthy workforce is essential to a positive, productive environment. Council is committed to providing a safe workplace that supports both the mental and physical health of its employees. Research increasingly highlights the link between employee wellbeing and performance, underlining the importance of investing in staff health. Programs aimed at improving mental health can lead to improved productivity, reduced absenteeism, lower turnover, and an overall positive workplace culture.

Additionally, physical health is equally important to employee wellbeing. Encouraging physical activity, providing ergonomic workspaces, and supporting work-life balance are essential strategies to ensure employees remain healthy and able to perform at their best. Physical health initiatives, such as fitness programs or access to wellness resources, can reduce the risk of chronic illness and injuries, leading to lower healthcare costs and fewer work-related absences. A holistic approach to health and wellbeing—encompassing both mental and physical health—should be an integral part of Council's workforce management strategy. By addressing these challenges proactively, Council can ensure a resilient, efficient, and engaged workforce that continues to meet the needs of both employees and the community over the coming years.

Goldenfields Water's Workforce Planning Initiatives

Over the next four years, Goldenfields Water will implement a series of initiatives, actions, and strategies designed to ensure effective workplace planning and optimal resourcing. These initiatives are structured around two primary focus areas, which directly align with the organisation's Business and Strategic Plan (BASP).

1. Well trained and highly motivated workforce

To maintain a skilled, engaged, and efficient workforce, Goldenfields Water will prioritise the following actions:

- a. Continuous Training and Development
- b. Diversity and Inclusion Initiatives
- c. Implement Pipelines of Growth Program
- d. Employee Engagement Initiatives and Measures

2. Ensure the safety, health and wellbeing of our people

Goldenfields Water is committed to ensuring a safe and healthy work environment that minimises risks for both staff and the broader community. The organisation will focus on action items from its Health and Wellbeing Strategy 2025-2028 to achieve this.

By implementing these initiatives, Goldenfields Water aims to build a resilient, motivated, and capable workforce while ensuring that the safety, health, and wellbeing of both staff and the community are maintained at the highest standards. These strategies, aligned with the Business and Strategic Plan, will provide a solid foundation for the organisation's continued success and growth over the next four years.



Workforce Management Strategies

Goldenfields Water will implement a number of initiatives, actions and strategies over the next four years to ensure effective workplace planning and efficient resourcing. These initiatives are divided in to two broad areas which link to the BASP.

These are:

1. Well trained and highly motivated workforce
2. Safe healthy and risk managed working environment exists for staff and the community.

Action	Performance target	Measure	Responsibility	25/26	26/27	27/28	28/29
1. Well trained highly motivated workforce	1.1 Continuous Training and Development	1.1.1 Staff Development Plan process incorporates employee development through informal and formal professional development and training opportunities	HR Coordinator	✓	✓	✓	✓
		1.1.2 Develop, implement, and monitor organisation-wide training plan to ensure available funds for required training focusing on skills gaps and leadership	HR Coordinator	✓	✓	✓	✓
	1.2 Diversity and Inclusion Initiatives	1.2.1 Action items from Goldenfields Water's EEO Management 2025-2029 implemented	HR Coordinator	✓	✓	✓	✓
	1.3 Implement Pipelines of Growth program	1.3.1 Implement action items from the program for apprentices, trainees and cadets		✓	✓	✓	✓
	1.4 Employee Engagement Initiatives and Measures	1.4.1 Staff engagement survey undertaken	HR Coordinator			✓	
		1.4.2 Employee recognition program reviewed and implemented.		✓			
2. Ensure the safety, health and wellbeing of our people	2.1 Implement Health & Wellbeing Strategy 2025-2028	2.1.1 Action items from Goldenfields Water's Health and Wellbeing Strategy 2025-2028 implemented	HR Coordinator	✓	✓	✓	✓

Implementation & Monitoring

The successful implementation of the Workforce Plan is essential for achieving the goals and objectives outlined in the Business and Strategic Plan (BASP). The Plan is designed to align with Goldenfields Water's overarching strategic priorities, ensuring that the workforce is equipped to meet current and future demands.

Responsibility for Implementation

All staff members are encouraged to actively engage with and contribute to the successful implementation of the Workforce Plan. While the execution of specific tasks will vary across departments, it is crucial that every employee understands their role in helping to achieve the Plan's objectives. This collective responsibility will help foster a culture of collaboration, accountability, and continuous improvement within Goldenfields Water.

Coordination and Oversight

The primary responsibility for coordinating the implementation of the Workforce Plan will rest with the Human Resources Coordinator. The Human Resources Coordinator will be tasked with overseeing the day-to-day activities related to the Plan, ensuring that all initiatives and strategies are put into action according to the established timeline. This role will involve liaising with various departments to ensure that the goals of the Plan are integrated into daily operations and that adequate resources are allocated to support its implementation.

Monitoring and Evaluation

To ensure the Plan's ongoing success, it will be closely monitored and evaluated by Goldenfields Water's Leadership Team. Regular assessments will be conducted to track progress toward achieving the performance targets and milestones outlined in the Plan. This monitoring process will include the review of action items, regular reporting on outcomes, and adjustments to strategies where necessary to ensure that objectives are being met effectively. The Leadership Team will be responsible for making data-driven decisions based on monitoring reports, identifying areas that require additional support or focus, and providing feedback to staff to ensure continuous improvement.

Continuous Improvement

An essential aspect of the implementation and monitoring process will be the ongoing review and refinement of the Workforce Plan. Goldenfields Water will remain flexible in its approach, adapting to changes in the external environment, emerging workforce trends, and feedback from staff. Regular reviews will be conducted to ensure that the Plan remains relevant and responsive to both organisational and employee needs.

Through diligent implementation, coordinated efforts, and thorough monitoring, Goldenfields Water aims to create a workforce that is engaged, highly skilled, and aligned with the organisation's long-term strategic objectives. The active involvement of all staff and leadership in this process will ensure the continued success of the Workforce Plan and contribute to the achievement of Goldenfields Water's broader mission



Asset Management Plan

2025-2035