



Water  
and Sewer

# Delivery Plan – Progress Report

**July - December 2024**

We are dedicated to meeting your expectations and improving your water and sewer services.



*Somersby Water Treatment Plant*



# Acknowledgement of Country



**We acknowledge the Traditional Custodians of the land on which we live, work and play.**

We pay our respects to Darkinjung country, and Elders past and present. We recognise the continued connection to these lands and waterways and extend this acknowledgement to the homelands and stories of those who also call this place home. We recognise our future leaders and the shared responsibility to care for and protect our place and people.



## Our vision

To be a trusted service provider for the Central Coast community and place our customers at the centre of everything we do.

## Our purpose

To provide water and sewer services that preserve our environment and maintain the liveability and health of the Central Coast community.





# Director's message

We are pleased to report significant progress on the commitments outlined in our 2022–26 Delivery Plan as we pass the halfway mark. Staying accountable to our community remains a top priority as we have continued to provide information that is important to our customers. During this reporting period, we launched a refreshed Annual Performance Report, presenting key performance results in a format that reflects customer preferences.

We've made meaningful strides in our customer engagement program, listening closely to the voices of our customers. Insights gathered through these engagements are shaping the future of Water and Sewer operations, particularly in:

- long-term planning
- future engagement approach
- expenditure forecasts
- service levels
- education programs.

Looking ahead, we will continue community engagement throughout 2025 as we prepare our next pricing proposal for submission to IPART in September. We value the contributions of all community members who have participated in these activities—your feedback is critical to shaping our services.

As we progress, we remain committed to continuous improvement, working in partnership with our community to build a resilient and sustainable water future.

**Danielle Hargreaves, Acting Director  
Central Coast Council Water and Sewer**





# 1. Accountability

We demonstrate our accountability and transparency through informing, educating and engaging with our community.

We share timely, focused easy to understand information that aligns with the preferences of our customers.

We are committed to improving our customers' experience and building a platform that makes it easy for our community to find information that is important to them.

**FY 2022-23**

- ✓ Commence the roll-out of our Accountability Strategy by:
  - Publishing a Water and Sewer Performance Report that shows our performance against key metrics
  - Publishing our Delivery Plan

**FY 2023-24**

- ✓ Ask our customers what future reporting they want, in what format and how frequently they want it provided
- ✓ Publish a 'customer-defined' Water and Sewer Performance Report
- 🕒 Create a webpage that is dedicated to water and sewer services and functions
- ✓ Update and expand information on our website including outages, emergency works, events, environmental outcomes, education materials, sampling results and expenditure performance

**FY 2024-25**

- ✓ Annual review of performance reporting – continue to provide information that is important to our customers
- ✓ Publish a 'customer-defined' Water and Sewer Performance Report

**FY 2025-26**

- Annual review of performance reporting – continue to provide information that is important to our customers
- Publish a 'customer-defined' Water and Sewer Performance Report
- Evaluate our delivery on the Accountability Strategy to measure our success

## Legend



Complete



In progress



In progress –  
delayed



Not  
commenced



## 2. Community engagement

We place our customers at the centre of everything we do. Our community engagement ensures that we understand our customers' needs, what our customers value about their water and sewer services, and how we embed those values into our decision making and service delivery.

Our Customer Charter is our commitment to the community. We engage with key stakeholders and build partnerships that assist with our regulatory and environmental obligations.

FY 2022-23

- ✓ Ask our customers what type of information is important to you, including levels of service and response times, what they value in relation to the services we provide, both short and long term
- ✓ Gauge what our community understands about shared rights and responsibilities
- ✓ Strengthen relationships with our regulators, local representatives, indigenous communities and other stakeholders

FY 2023-24

- ✓ Delivery of a Customer Charter that show our commitments to our community
- ✓ Refine our Complaints Management framework to make it easier to engage with us
- ✓ Re-engage with our community to test if what you value has changed
- ✓ Provide information on our improvement plans and how we're delivering on our commitments
- ✓ Establish a customer reference group

FY 2024-25

- ✓ Engage with our customer reference group to test if our community's values have changed
- 🕒 Use the community values to guide the expenditure on our assets for the next IPART pricing proposal
- 🕒 Conduct a customer satisfaction survey

FY 2025-26

- ☐ Engage with our customer reference group to re-test our community's values
- ☐ Conduct a customer satisfaction survey

### Legend



Complete



In progress



In progress –  
delayed



Not  
commenced



### 3.

# Asset management

We are implementing the recommendations made by the Independent Pricing and Regulatory Tribunal (IPART) in the 'Improving Performance' Information Paper (May 2022). We will implement asset management and project management strategies to ensure assets provide maximum value and meet our customers' needs, now and into the future.

To view the Paper search '**Improving Performance Central Coast Council**' at [IPART.nsw.gov.au](https://ipart.nsw.gov.au)

FY 2022-23

- ✓ Commence the update of servicing plans that meet current and future customer needs
- ✓ Update our project management approach to ensure accountability and performance
- ✓ Finalise Asset Management Plans for each asset class and Asset Management Improvement Plan

FY 2023-24

- ✓ Commence implementation of Asset Management Improvement Plan
- ✓ Increased completion of preventative maintenance programs with the Asset Management System
- ✓ Further develop systems to identify poorly performing assets

FY 2024-25

- 🕒 Embed our community's long-term values and expectations into our strategic planning
- 🕒 Submit strategic planning documents to meet Department of Planning & Environment's Strategic Planning Assurance requirements for NSW Local Water Utilities
- 🕒 Ensure an optimal level of capital expenditure and that this expenditure reflects our customers values

FY 2025-26

- ☐ Ongoing completion of assets condition, risk and criticality assessments
- ☐ Continuous improvement of inspection and preventative maintenance schedules
- ☐ Review progress against Asset Management Improvement Plan

#### Legend



Complete



In progress



In progress –  
delayed



Not  
commenced



# Our Progress

Central Coast Council Water and Sewer Delivery Plan 2022-26 focuses on improving performance, accountability and transparency to our community on water and sewer services.

To view the Plan, search '**Water and Sewer Delivery Plan**' at [centralcoast.nsw.gov.au](https://centralcoast.nsw.gov.au)

This progress report highlights achievements against three focus areas, accountability, community engagement and asset management.



# Accountability

What will be delivered	Finish date	Status	Comments
<b>Performance Report 2017-22</b> A report covering a number of measures recommended by IPART, under the following categories: <ul style="list-style-type: none"> <li>• Service reliability</li> <li>• Customer</li> <li>• Asset and financial management</li> <li>• Environment and public health</li> <li>• Water conservation</li> </ul>	30/09/2022	Complete	Initial Water and Sewer Performance Report that detailed our performance, from 2017 to 2022, was published on Central Coast Council's website in September 2022 and is available online at <a href="http://www.centralcoast.nsw.gov.au">www.centralcoast.nsw.gov.au</a>
<b>Performance Report 2023</b> Developed in consultation with our customers and community.	31/10/2023	Complete	<p>Following several community engagement activities, the list of publicly reportable performance measures has now been defined by our community members.</p> <p>The 2023 Water and Sewer Performance Report will be published on <a href="http://www.centralcoast.nsw.gov.au">www.centralcoast.nsw.gov.au</a> in October 2023.</p> <p>Ongoing engagement will be conducted each year, to ensure we are meeting the needs and preferences of our community in regard to performance reporting.</p>
<b>Update and expand information on our website</b>	30/6/2024	Complete	Extensive information has continued to be expanded on our website, proving detailed updated on major projects such as Avoca Lagoon and the Mardi Water Treatment Plant. Emergency works and outages continue to be communicated and events such as the Dam Day Out and Water and Sewer pop ups at events such as Love Lanes. Water education material has also been expanded on our websites, with new collateral and community education to support our Love Water campaign. Environmental outcomes and sampling results are also now published as part of quarterly reporting, in line with customer preferences.
<b>Water and Sewer web page</b> A web page dedicated to water and sewer functions. A fit-for-purpose web page that provides our community with information that is important to them, including outages, emergency works, events, education materials and expenditure performance.	30/6/2024	In progress - delayed	The planning and delivery of an improved webpage has been deferred to 2024-25 financial year to allow for a more holistic assessment of Council's webpages. In the interim, we have increased functionality of our customer engagement platform and developed improved 'Search Engine Optimisation' which helps our community discover our website content more easily.
<b>Review of Performance Reporting</b> Annual review of performance reporting – continue to provide information that is important to our customers.	30/09/2024	Complete	The most recently published performance report was re-shaped based on customer feedback and preference. The report itself also included a survey link to further obtain feedback and ensure that the performance reporting is reflective of information that is important to our customers.
<b>Performance Report 2024</b> Publish a 'customer-defined' Water and Sewer Performance Report for 2024.	30/11/2024	Complete	This has been completed and was published in November of 2024, following Council endorsement at the meeting held on 26/11/2024.



# Love water, use it wisely.

Visit [lovewater.centralcoast.nsw.gov.au](http://lovewater.centralcoast.nsw.gov.au)





# Community engagement

What will be delivered	Finish date	Status	Comments
<b>Develop engagement program including:</b> <ul style="list-style-type: none"> <li>Identify the audience and ensure diversity in demographics</li> <li>Develop engagement methods</li> <li>Implement and report on engagement activities and outcomes</li> </ul>	05/12/2022	Complete	<p>Engagement program included face to face forums, targeted forums, in depth consultation with hard-to-reach groups and phone survey. Forums occurred in March and May and survey was undertaken in June 2023.</p> <p>These engagement activities are part of our ongoing engagement program.</p>
<b>Engagement workshop to inform:</b> <ul style="list-style-type: none"> <li>Values and outcomes in relation to water and sewer services</li> <li>Presenting back the values and outcomes developed from the findings from Phase 1, to test customers' agreement and prioritisation</li> <li>Testing the list of performance measures and information developed from Phase 1 and ascertaining the level of importance of each</li> <li>Evaluating the target levels for existing measures and preceptions of Council's performance against those</li> </ul>	30/05/2023	Complete	<p>Engagement comprised:</p> <ul style="list-style-type: none"> <li>Face-to-face community forums with residents and small to medium businesses</li> <li>In-depth interviews with Aboriginal and Torres Strait Islander customers</li> <li>In-depth interviews with culturally and linguistically diverse customers</li> <li>In-depth interviews with large water use customers</li> </ul>
<b>Central Coast Council Water and Sewer masterplan</b> <ul style="list-style-type: none"> <li>Water planning resource planning - what's important to water and sewer network performance</li> <li>Un-serviced properties to be serviced (targeted group)</li> <li>Testing if water resource planning outcomes are still relevant to Water and Sewer treatment and network planning</li> </ul>	30/05/2023	Complete	<p>Engagement with the community regarding unserviced properties was undertaken via surveys through November 2023 and February 2024.</p> <p>The surveys outlined broader community sentiment regarding the potential connection of unserviced properties to the water and/or sewer network and potential funding models.</p> <p>Initial feedback on willingness to pay to connect to services was also obtained from unserviced property owners.</p> <p>This information will help inform a risk and opportunity assessment to guide where further feasibility and targeted willingness to pay discussions are warranted.</p> <p>Customer values around their water and sewer services were also further explored during deliberative forums in July 2024.</p>
<b>Survey of additional performance measures, communications channels and frequency for performance measures</b> <p>The Phase 3 survey will determine:</p> <ul style="list-style-type: none"> <li>What channels the information and performance metrics will be communicated on (email, social media, council reports, quarterly bills etc.)</li> <li>How frequently the information or performance metrics will be updated (quarterly, biannually, annually etc.)</li> <li>How the community would like to be updated on emergency breakdowns and works</li> </ul>	30/05/2023	Complete	<p>The Phase 3 survey focused on:</p> <ul style="list-style-type: none"> <li>How frequently the community want to be informed on certain performance measures and information.</li> <li>What method of communication our customers prefer.</li> </ul> <p>The survey concluded on 3 July 2023 and steps to implement changes to reporting methods have commenced.</p>

# Community engagement

What will be delivered	Finish date	Status	Comments
<b>Stakeholder relationships</b> Strengthen relationships with our regulators, local representatives, indigenous communities and other stakeholders.	30/06/2023	Complete	<p>Regular meetings have been established with our key regulators; the Independent Pricing and Regulatory Tribunal (IPART) and the Environment Protection Authority (EPA).</p> <p>Further stakeholder identification and engagement plans have commenced.</p> <p>Planning for a Customer and Community Advisory Group is underway, that will include key stakeholders that are representative of our diverse Central Coast community. The establishment of the group is planned for July 2024.</p> <p>A People's Panel (formerly referenced as a Customer and Community Advisory Group) has been established and will provide insights and feedback that are representative of our customers.</p> <p>Engagement with indigenous communities has commenced and will be ongoing.</p>
<b>Customer Charter for Water and Sewer:</b> Provides clarity on: <ul style="list-style-type: none"> <li>• Shared rights and responsibilities</li> <li>• Our service commitments to our customers</li> <li>• Mechanisms of support for our customers</li> <li>• Environmental obligations</li> <li>• Complaints management</li> </ul>	30/07/2023	Complete	<p>The structure of the Customer Charter was informed by the community and was socialised in a focus group to seek their feedback prior to public exhibition.</p> <p>The final Customer Charter was adopted by Council on 26 September 2023 and has been published on Council's website.</p> <p>The Customer Charter is complemented by a Water and Sewer Customer Complaints Management Framework. This was also adopted by Council on 26 September 2023.</p>
<b>Customer values</b> Re-engage with our community to test if what you value has changed	30/06/2024	Complete	<p>Extensive community engagement was conducted to re-test what our customers valued and what was important to them in terms of service levels, performance reporting and targets and engagement preferences.</p>
<b>Improvement plans</b> Provide information on our improvement plans and how we're delivering on our commitments	30/06/2024	Complete	<p>This Delivery Plan and our Quarterly Reporting process demonstrates to our community what we have delivered and areas that we developed improvement actions.</p>
<b>Customer reference group</b> Establish a customer reference group	30/06/2024	Complete	<p>A customer reference group has been established and will be known as the People's Panel. Onboarding for this group has commenced.</p>
<b>Test community values</b> Engage with our customer reference group to test if our community's values have changed.	22/08/2024	Complete	<p>This has been completed as part of a robust engagement program, where community values were re-tested and re-prioritised. Good quality water and reliability remain the top two values for water and good quality treatment and reliability remain the top two values for sewer.</p>
<b>Link values to expenditure</b> Use the community values to guide the expenditure on our assets for the next IPART pricing proposal.	30/06/2025	In progress	<p>The recent community engagement exercise has provided valuable customer insight and direction. All of this feedback is now being used to drive expenditure as part of the next pricing submission, with alignment of customer values and preferences to expenditure and associated forecasting underway.</p>



## Community engagement

What will be delivered	Finish date	Status	Comments
<b>Customer satisfaction survey</b> Conduct a customer satisfaction survey	30/06/2025	In progress	In progress and planned for Q3.





# Asset management

What will be delivered	Finish date	Status	Comments
<b>Improved Project Initiation</b>	<b>30/06/2023</b>	<b>Complete</b>	A Capital Approval and Review Committee has been established to conduct monthly reviews of water and sewer projects.
<b>Asset Management Improvement</b> <ul style="list-style-type: none"> <li>Finalise asset management plans/strategies for each asset class</li> <li>Asset management maturity assessment and improvement plan</li> <li>Report progress against asset management improvement plans</li> </ul>	<b>30/06/2025</b>	<b>In progress - delayed</b>	<p>Asset management plans have now been finalised in addition to the asset maturity assessment and asset management improvement plan.</p> <p>Preparation of the Water and Sewer Asset Information Strategy commenced in 2023/24 and various improvement plan actions are underway in 2024/25.</p>
<b>Embed values into our planning</b> Embed our community's long-term values and expectations into our strategic planning.	<b>30/06/2025</b>	<b>In progress - delayed</b>	<p>Community engagement was undertaken in 2024 with the outcomes to be integrated into the upcoming water and sewer master-plan and organisation methodology.</p> <p>This phase will be occurring through 2026-27.</p>
<b>Strategic Planning documentation</b> Submit strategic planning documents to meet Department of Planning & Environment's Strategic Planning Assurance requirements for NSW Local Water Utilities.	<b>30/06/2025</b>	<b>In progress - delayed</b>	<p>Tenders have been received for the development of the CCC Water and Sewer master plan.</p> <p>This project will run for approx. two years and is expected to be complete mid 2027.</p>
<b>Linking capital expenditure to values</b> Ensure an optimal level of capital expenditure and that this expenditure reflects our customer's values.	<b>30/06/2025</b>	<b>In progress</b>	Draft asset replacement models are currently being reviewed to refine long-term asset renewal expenditure requirements. This will form part of the next IPART pricing submission.
<b>Monitoring business case implementation</b> <ul style="list-style-type: none"> <li>Bushfire management</li> <li>Catchment management</li> <li>Sewage treatment plant improvements</li> <li>Benthic studies at the outfalls</li> <li>Dam safety</li> <li>Effective data management for water quality results</li> <li>Building water resilience</li> <li>Building effective preventative management strategies and work plans for our assets</li> <li>Increasing the frequency of inspections on water and sewer mains</li> <li>Increasing the frequency of our mains flushing program</li> </ul>	<b>30/06/2026</b>	<b>In progress</b>	A reporting tool has been developed and monitoring of improvement programs and associated projects is ongoing.



## Asset management

What will be delivered	Finish date	Status	Comments
<b>Asset Management Assessment Improvements</b> <ul style="list-style-type: none"> <li>Continually assess and identify poor condition assets and systems (Incl. 10 and 30 year works plans)</li> <li>Undertake site wide condition audit of Somersby Water Treatment Plant</li> <li>Undertake site wide condition audit of Mardi Water Treatment Plant</li> <li>Establish new and implement period contract for pressure pipeline condition assessment</li> <li>Complete planned condition assessment of major tunnels and outfalls</li> </ul>	30/03/2027	In progress	<p>Council is currently delivering seven major condition assessment contracts across various asset classes. This assists Council to renew the right assets at the right time.</p> <p>Sewer network tunnel inspections are being assisted by remote drone surveys.</p>
<b>Risk and Opportunity Initiation</b>	01/07/2027	In progress	<p>The Assets and Projects Unit are adopting a more standardised approach to risk and opportunity estimating and developing a unit cost database for capital works projects.</p>
<b>Asset Lifecycle</b> <ul style="list-style-type: none"> <li>Establish and maintain consistent standards and specifications to deliver and manage asset lifecycle: <ul style="list-style-type: none"> <li>Sewer pump stations</li> <li>Water pump stations</li> <li>Water and sewer mains</li> <li>Sewage treatment plants</li> <li>Water treatment plants</li> <li>Electrical and instrumentation</li> </ul> </li> </ul>	30/07/2027	In progress	<p>Standard specifications have been completed for water and sewer main, based on industry standards.</p> <p>Standardisation of sewer pump station designs continues to progress. Improved treatment plant standardisation is occurring as part of the design of major upgrades.</p>

# CENTRAL COAST WATER SUPPLY

Mangrove Creek Dam is part of the Central Coast Water Supply System, the third largest urban water supply system in New South Wales.

**3<sup>RD</sup> LARGEST**  
**WATER SUPPLY  
SYSTEM IN NSW**

The water supply system serves

THE REGION'S POPULATION OF APPROX.  
**350,000**  
PEOPLE 2023

DELIVERING WATER TO MORE THAN  
**147,000**  
HOMES AND BUSINESSES

## DAMS

## MANGROVE CREEK DAM



TYPE  
**CONCRETE  
FACE ROCKFILL  
DAM**

CAPACITY  
**190,000**  
MILLION LITRES

Mangrove Creek Dam is the Central Coast's largest dam. The purpose of the dam is to store water until it is needed to provide water security during

When water demand on the Central Coast increases, water can be released from Mangrove Creek Dam to Mardi Dam, or directly to the Water Treatment Plant.

## SOUR WATER

## DAMS

Dams are structures built to hold back **volumes of water**. Some dams are built for large catchments, while others are built by pumping from other catchments. Council's dams hold water for **water supply purposes**. Other dams are built for flood mitigation or irrigation purposes.






# Get in touch

Our customer service centre can assist you anywhere anytime if you'd like to report an issue, make a request, or offer feedback.


## General enquiries, billing and payment difficulties

 (02) 4306 7900 – 8:30-5:00pm Monday-Friday

If you have hearing or speech impairments, call the National Relay Service on 13 36 77, and quote Council's contact number 02 4306 7900.

 ask@centralcoast.nsw.gov.au

 Search 'customer help' at [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)

 Council Office  
2 Hely Street, PO Box 20, Wyong NSW 2259

## Faults, services and emergencies

 (02) 4306 7900 – 24 hours/7 days

 Search 'water service interruptions' at [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)

Contact us about issues with:



WATER  
QUALITY



WATER  
PRESSURE



FAULTS &  
BLOCKAGES



ODOURS

## We invite you to

Take part in local community forums, in person or online, to provide feedback and learn about our projects and programs. Visit:

 [yourvoiceourcoast.com](http://yourvoiceourcoast.com)

Attend Council meetings. For more information, search 'council meetings' at [centralcoast.nsw.gov.au](http://centralcoast.nsw.gov.au)

## Keep in touch and up-to-date

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[centralcoast.nsw.gov.au/enews](http://centralcoast.nsw.gov.au/enews)

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 [centralcoast.nsw.gov.au/news](http://centralcoast.nsw.gov.au/news)

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