No	Name	Performance framework	Assessment method	Weight	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	Target Y1	Target Y2	Target Y3	Target Y4	Target Y5	Target Y6

WATER & SANITATION — A3 PIAP v1 — Weights *these columns to be completed* ⇦

Target-setting template — PLEASE CONSULT THE ADDENDUM TO GUIDANCE NOTE 4

Please complete all sections of the A3-PIAP on this template — TECHNICAL INDICATOR DESCRIPTIONS ARE PROVIDED IN THE ANNEXURE

The descriptions provided here are intended to be summarised and specifically for the purpose of target setting.

The accompanying narrative report can be used to provide more detail than is easily conveyed in a spreadsheet cell.

(Y0 = by June 2025; Y1 = by June 2026; Y2 = by June 2027 . . . Y6 = by June 2031)

Status Y0 — Target Y1 / Target Y2 / Target Y3 / Target Y4 / Target Y5 / Target Y6

Starting point / status quo — Metro ambition — Reform Activity Packages to achieve targets — **2025/26** | **2026/27** | **2027/28** | **2028/29** | **2029/30** | **2030/31**

1 ACCOUNTABILITY PERFORMANCE — MINIMUM COMMITMENTS — 0

| Starting point / status quo | Metro ambition | Reform Activity Packages to achieve targets | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |

M1 SPoMA Service Compact — 0
- No formal SPoMA Service Compact — Council Approved TS Reform Strategy
  - 1. Approval of the TS reform strategy, business and investment plan, and PIAP
  - 2. Drafting of the Service Compact, and identification of any required policy changes
  - 3. Stakeholder engagements and worshops
  - 4. Submission of the Service Compact to and approval by Council
  - 5. Legal Sign off between CM and HOD

Y0: Council commitment to service compact — Y0: binary
Y1: Council approval and implementation of service compact — Y1: binary
Y2 – Y6: retention of service compact — Y2 – Y6: binary

Y1: 1. Approved Service Compact by Council; 2. Identification of any required poli... | Y2: 1. Retention of approved service compact; 2. Performance monitoring and review | Y3: 1. Retention of approved service compact; 2. Performance monitoring and review | Y4: 1. Retention of approved service compact; 2. Performance monitoring and review | Y5: 1. Retention of approved service compact; 2. Performance monitoring and review | Y6: 1. Retention of approved service compact; 2. Performance monitoring and review of service compact based on agreed indicators

M2 SPoMA Appointment — 0
HOD role still under old structure; with HOD role still under old structure; n...
  - 1. Drafting of Council approved job description
  - 2. Proposed recruitment process for
  - 3. Council approval of TS SPoMA
  - 4. New SPoMA HOD in place with

Reform activities:
  - 1. Develop job description and performance agreement
  - 2. Council approval of job description and performance agreement
  - 3. Initiate transparent recruitment process and appoint suitable candidate
  - 4. Signing of Performance Contract with City Manager

Y0: Council commitment to appointment of TS head — Y0: binary
Y1: Council approved appointment — Y1: binary
Y2 – Y6: retention — Y2 – Y6: binary

Y1: 1. Approved job description and per...; 2. Recruitment process and appoint...; 3. Signed performance agreement between the CM and SPoMA; 4. Identification and provision of identified support to the TS HoD | Y2: 1. Performance monitoring of the TS...; 2. Identification and provision of ide... | Y3: 1. Performance monitoring of the TS...; 2. Identification and provision of ide... | Y4: 1. Performance monitoring of the TS...; 2. Identification and provision of ide... | Y5: 1. Performance monitoring of the TS...; 2. Identification and provision of ide... | Y6: 1. Performance monitoring of the TS HoD in line with performance contract and set targets; 2. Identification and provision of identified support to the TS HoD

M3 SPoMA Organisational Structure — 0
Draft interim organizational macro s... | Approved organisation structure for...
  - 1. Design of TS organisational structure incorporating the infrastructure/ core
  - 2. Design and approval of job descriptions, task grading etc
  - 3. Approval of organisational structure and staff organogram by Council
  - 4. Signing of SLA's with service departments to service the TS
  - 5. Migration, recruitment and appointment of fulltime staff to the TS and training on new roles and reporting lines

Y0: Council commitment to revising org structure for SPOA — Y0: binary
Y1: Council approval of org structure and impl. plan — Y1: binary
Y2 – Y6: retention of org structure — Y2 – Y6: binary

Y1: 1. Council Approved Water and San...; 2. Signed agreements with service...; 3. Gap analysis and capacity building plan to support the turnaround | Y2: 1. Retention of the TS organisation...; 2. Annual review of the performance... | Y3: 1. Retention of the TS organisation...; 2. Annual review of the performance... | Y4: 1. Retention of the TS organisation...; 2. Annual review of the performance... | Y5: 1. Retention of the TS organisation...; 2. Annual review of the performance... | Y6: 1. Retention of the TS organisational structure; 2. Annual review of the performance of the organisational structure

M4 SPoMA Delegations — 0
1. Responsibility for the various fin... | Approved delegations by the Cou...
  - 1. Map existing municipal delegations and recommend changes, if any, to the
  - 2. Design appropriate delegations aligned with SPoMA needs and legislation
  - 3. Develop SLAs between shared services and TS approvals for services to be provided or contracted
  - 4. Council approval for the delegations and SLAs
  - 5. Signing of the delegations and SLAs by City Manager

Y0: Council commitment for delegations for full SPOA — Y0: binary
Y1: Full delegations and SSAs in place — Y1: binary
Y2 – Y6: of full delegations and SSAs — Y2 – Y6: binary

Y1: 1. Council Approval of amended del...; 2. Signed delegations from City Ma... | Y2: 1. Retention of signed delegation fr...; 2. Review and approval of the sign... | Y3: 1. Retention of signed delegation fr...; 2. Review and approval of the sign... | Y4: 1. Retention of signed delegation fr...; 2. Review and approval of the sign... | Y5: 1. Retention of signed delegation fr...; 2. Review and approval of the sign... | Y6: 1. Retention of signed delegation from City Manager to HOD of TS; 2. Review and approval of the signed delegation considering the TS operating requirements

M5 Financial Model and Business & Investment Plan — 0
No integrated financial model; plan...
  - 1. Approved financial model and ful...
  - 2. Approved separate budget for the...
  - 3. Annually updated business and...

Reform activities:
  - 1. Develop and validate financial model for the TS based on up-to-date OPEX
  - 2. Develop multi-year Business & Investment Plan for the TS
  - 3. Approval of the financial model and business & Investment Plan by council for every financial year.
  - 4. Monitoring of performance against the financial model targets and annual revision of the model and business p...
  - 5. Development of a programme to ensure that the TS has access to all necessary financial and operational data development for effective utility management

Y0: Council commitment to financial model & bus plan — Y0: binary
Y1: Financial model & bus plan in place and approved — Y1: binary
Y2 – Y6: Annual revisions to approved financial model & bus plan — Y2 – Y6: binary

Y1: 1. Council financial model, Business...; 2. Development of systems that ens... | Y2: 1. Approved and funded Business a...; 2. Approved municipal budget incor...; 3. Monitoring of the implementation...; 4. Review of the financial model an... | Y3: 1. Approved and funded Business a...; 2. Approved municipal budget incor...; 3. Monitoring of the implementation...; 4. Review of the financial model an... | Y4: 1. Approved and funded Business a...; 2. Approved municipal budget incor...; 3. Monitoring of the implementation...; 4. Review of the financial model an... | Y5: 1. Approved and funded Business a...; 2. Approved municipal budget incor...; 3. Monitoring of the implementation...; 4. Review of the financial model an... | Y6: 1. Approved and funded Business and Investment Plan for the TS; 2. Approved municipal budget incorporating the TS Business Plan; 3. Monitoring of the implementation of the financial model and Business & Investment Plan; 4. Review of the financial model and Business & Investment Plan and making necessary adjustments to enable the TS to function optimally

M6 Budget Support of Business & Investment Plan — 0
-Approved SDBIP for 2025-2028 Financial years
- No dedicated budget lines in the draft FY 2026/27 budget to fund the Business & Investment Plan

Metro ambition:
  - 1. Full funding support in the munic...
  - 2. Council commitment for budget s...

Reform activities:
  - 1. Preparation of Budget for the TS as an independent unit and incorporating
  - 2. Annual Budget Workshop and incorporation of IDP projects
  - 3. Determining the extent of distributions to the TS from grants, equitable share allocations and other grants and...
  - 4. Determining the TS contributions to the Municipality and shared expenses from operations
  - 5. Approval and adoption of aligned Budget

Y0: Council commitment to alignment — Y0: binary
Y1: Council approval of fully aligned metro budget — Y1: binary
Y2 – Y6: Council approval of fully aligned metro budget — Y2 – Y6: binary

Y1: 1. Council commitment to supporting...; 2. Council Approved Budget with all... | Y2: 1. 'Approved and funded Business s...; 2. Approved municipal budget incor...; 3. Monitoring of the Budget and Bus... | Y3: 1. 'Approved and funded Business s...; 2. Approved municipal budget incor...; 3. Monitoring of the Budget and Bus... | Y4: 1. 'Approved and funded Business s...; 2. Approved municipal budget incor...; 3. Monitoring of the Budget and Bus... | Y5: 1. 'Approved and funded Business s...; 2. Approved municipal budget incor...; 3. Monitoring of the Budget and Bus... | Y6: 1. 'Approved and funded Business and Investment Plan for the TS; 2. Approved municipal budget incorporating the TS Business Plan; 3. Monitoring of the Budget and Business & Investment Plan implementation

M7 Financial Transparency – separate AFS — 0
Water & Sanitation accounts hidden... | -Stand-alone Trading Services AFS
  - 1. Develop template for the TS AFS aligned to NT Circular
  - 2. Configure mSCOA/ERP for ring-fencing
  - 3 - Identification of trading services ledger votes, common or shared assets a...
  - 4 - Preparation of Full trial balance of the TS to enable reporting
  - 5 - Full costing of TS including the costs of shared services in its budgeting
  - 6 - Creation of mSCOA-compliant accounts for the TS into the main financial system of the municipality
  - 7 - Submit and publish separate TS AFS including financial performance and position

Y0: Council commitment to separate AFS — Y0: binary
Y1: AFS produced — Y1: binary
Y2 – Y6: separate AFS produced — Y2 – Y6: binary

Y1: 1. Council commitment and approv... | Y2: Submission of Separate Water and...; Submission of consolidated AFS of... | Y3: Submission of separate set of AFS...; Submission of consolidated AFS of... | Y4: Submission of separate set of AFS...; Submission of consolidated AFS of... | Y5: Submission of separate set of AFS...; Submission of consolidated AFS of... | Y6: Submission of Separate Water and Sanitation AFS by end of Financial Year; Submission of consolidated AFS of the municipality and TS

(Note also under activities column: 2. Submission of separate water an...; 3. Submission of consolidated AFS)

M8 Support for management of organisational change — 0
- Technical and managerial capacity aligned to current organisational structure
- Gaps in technical capacity to support TS operations

Metro ambition: -Sufficient project implementation...
  - 1. Skills gap analysis and identification of the required technical, managemen...
  - 2. Identification of required staff from service departments for staff secondme...
  - 3. Stakeholder engagement
  - 4. Drafting and signing of SLA's with service departments for secondment of...
  - 5. Council approval for recruitment where there are gaps in skills and resourc...
  - 6. Provision of change management support to TS staff members during tran...

Y0: Council commitment to having support capacity in place — Y0: binary
Y1: Management and change capacity and plan in place — Y1: binary
Y2 – Y6: management & change capacity support in place — (Y2 – Y6: binary)

Y1: 1. Gap analysis and capacity buildi...; 2. Stakeholder engagement and as... | Y2: 1. 'Provision of change managemen...; 2. Transfer/recruitment of required s...; 3. Continuous review of TS capacit... | Y3: 1. 'Provision of change managemen...; 2. Transfer/recruitment of required s...; 3. Continuous review of TS capacit... | Y4: 1. 'Provision of change managemen...; 2. Transfer/recruitment of required s...; 3. Continuous review of TS capacit... | Y5: 1. 'Provision of change managemen...; 2. Transfer/recruitment of required s...; 3. Continuous review of TS capacit... | Y6: 1. 'Provision of change management support; 2. Transfer/recruitment of required staff to support the TS; 3. Continuous review of TS capacity and change management support needs

(Activities continued: 3. Signed SLA's with service departments and transfer of support service staff members to the TS; 4. Approved Change Management plan for municipal and TS employees during the transition phase.; 5. Recruitment of additional staff)

2 ACCOUNTABILITY PERFORMANCE — PERFORMANCE INDICATORS — 10

| Starting point / status quo | Metro ambition | Reform Activity Packages to achieve targets | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |

A1 Customer surveys — 2
Y0: Existing customer survey baseline set, indicative targets — Y0: binary
Y1: Plan for customer service improvement, substantive targets — Y1: binary
Y2 – Y6: actual as % of planned improvement — Y2 – Y6: scalable

A2 Financial Accounting - mSCoA compliance — 2
Y0: mSCoA compliance baseline established — Y0: binary
Y1: mSCoA compliance achieved — Y1: binary
Y2 – Y6: implementation against plan — Y2 – Y6: scalable

A3 Public procurement transparency — 2
Y0: — Y0:
Y1: Plan with targets for improved capital budget execcution — Y1: binary
Y2 – Y6: actual as % of planned improvement — Y2 – Y6: scalable

A4 Capital Budget Execution — 2
normative benchmark = 90%
Y0: — Y0:
Y1: Plan with targets for improved capital budget execcution — Y1: binary
Y2 – Y6: actual as % of planned improvement — Y2 – Y6: scalable

A5 Core technical & management capacity — 2
Y0: — Y0:
Y1: Plan with targets to improve core tech & management capacity — Y1: binary
Y2 – Y6: actual as % of planned improvement — Y2 - Y6: scalable

3 FINANCIAL PERFORMANCE		PERFORMANCE INDICATORS		**30**	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
F1	Financial viability OCCR	normative benchmark = 1.5 - 2.0		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
F2	Cash collection rate	normative benchmark = 95% (W&S); 98% (E%E)		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
F3	Operational cash flow	Performance target: per financial model & business plan.		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
F4	Customer debt management - debtors days	normative benchmark = < 60 days		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
F5	Infrastructure spending (capex)	normative benchmark = TS capex x 2, per business plan		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
F6	Self-financing ratio	normative benchmark = 100%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										

4 OPERATIONAL PERFORMANCE		PERFORMANCE INDICATORS		**60**	Starting point / status quo	Metro ambition	Reform Activity Packages to achieve targets	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
W1	Water Security –system input volume as % raw water allocation	normative benchmark = <100%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W2	Drinking Water Systems - Blue Drop	normative benchmark = 95%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W3	Waste Water Treatment Systems - Green Drop	normative benchmark = 90%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W4	Wastewater Final Effluent Quality	normative benchmark = 90%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W5	Water Network performance – mains failures / 100 km	normative benchmark = <50 per 100 km		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W6	Sewer Network performance – blockages / 100 km	normative benchmark = <50 per 100 km		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W7	Physical water loss - Infrastructure Leak Index	normative benchmark = < 2		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W8	Water Service Complaints Response % in 48 hours	normative benchmark = > 90%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W9	Sewer Service Complaints Response % in 48 hours	normative benchmark = <95%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W10	Non-Revenue Water (%)	normative benchmark = <25%		10									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										
W11	Metering performance	normative benchmark = >98%		5									
		Y0:	Y0:										
		Y1: Plan to approach / reach normative benchmark	Y1: binary										
		Y2–Y6: implementation	Y2-Y6: scalable tbc										

5 INDICATIVE SUMMARY PROGRAMME COSTING ('000)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31

The purpose of this template is for the metro to offer early indications of what its turnaround- and reform-oriented expenditure plan would be, and how that would be funded.

Please outline the capex and opex implications of all turnaround- and reform-oriented initiatives contemplated, and the funding sources envisaged

(For A3-PIAP v2, such a tabulation will need to be fully substantiated on the basis of strategic financial modelling).

Financial Performance

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
PA Opex						
PA Capex						
PA Opex						
PA Capex						
Total Opex						
Total Capex						

Operational Performance

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
PA Opex						
PA Capex						
PA Opex						
PA Capex						
Total Opex						
Total Capex						

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Operating costs						
Capital costs						
TOTAL PROGRAMME COSTS						
PROGRAMME FUNDING						
Operating revenues						
Own operating revenues						
Transfers - TS incentive						
Total operational revenues						

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Capital funding						
Transfers - TS incentive						
Transfers recognised - other capital						
Borrowing						
Internally generated funds						
Total sources of capital funds						