

**CAPE AGULHAS MUNICIPALITY – REVIEWED AND UPDATED
REVENUE ENHANCEMENT ACTION PLAN
(2021/2022)**

No.	Section	Strategy Intervention	Action	Time Scale	Responsibility	Remarks
1	LEGISLATIVE FRAMEWORK	Policy & Strategy review	It is recommended that all relevant legacy and reengineered processes, policies and procedures documented aligned with mSCOA / VESTA business processes be reviewed and updated annually.	28 Febr 22 (8 Months)	Manager Revenue	Ongoing through annual review and update of relevant revenue related policies, procedures as part of the draft budget submission in March each year.
			The outcome of such an exercise would be approved printed policies and procedures manual, approved at the required authorisation level and acknowledged by responsible staff.			
			All Revenue staff needs to receive a printed copy and extensive training on the policies and procedures			
			Review, amend and repeal published by-laws, and develop new if required.	31 May 22 (2 Months)	Manager Revenue	If necessary and / or required within two months from the date of approval in March.
2	PROCEDURES AND INTERNAL CONTROLS	Role clarification & documentation	Development of a practical and comprehensive revenue management manual providing councillors, management and officials with a step-by-step guide of individual duties within the relevant business cycles	30 Jun 22 (12 Months)	Manager Revenue	Development of a revenue management practical user guide – Updated SOP's for each process
			Ensure that roles and responsibilities are clearly defined			
		Review of Procedures, Internal Control & Business Processes	Ensure that accounting control systems are observed, accounting records are kept up to date and maintained in accordance with proper practices	31 May 22 (11 Months & standard monthly processes)	Manager Revenue	Review accounting control systems, reconciliation and record keeping to improve monitoring and oversight as an ongoing best practice. Transfer of skills from current external providers.
			Ensure that deviations by officials are reported and that appropriate action is taken in the event of noncompliance			
3	COMPLETENESS OF CONSUMER INFORMATION	Data quality improvement	Perform review, matching, reconciliations and correction of property and debtor information on the Deeds Office, Land Surveyor office / VESTA financial system This includes [but is not limited to] the following	30 June 22 (Monthly processes)	Manager Revenue	Reconciliation completed and part of the monthly reconciliation and maintenance of the property register procedure.
			Matching and reconciliation of properties on FMS with Deeds and Property Valuation Roll			
			Identify and remedy duplicate and invalid records (ID numbers, meter numbers, etc.)			
			Amend properties without addresses / incomplete addresses			
						Data integrity / completeness ongoing process.

			Identify properties with meters that do not appear in the meter books and identify properties with incorrect classifications / debtor categories			Meter audit i.r.o of pre-paid electricity meters for completion before Febr 2022.	
			Correct properties with no erf number listed			Completed	
			Analysis of all tariffs linked to consumer accounts			Ongoing system maintenance and reconciliation	
			Analysis of debtor types / categories / groups / zoning				
4	CUSTOMER QUERY MANAGEMENT	Query management	Implementation of a query tracking system for walking queries to log, track and report on consumer queries;	3	30 Jun 22 (Monthly - ongoing)	Manager Strategic & Planning Service	Customer Query Management System implemented with ongoing maintenance and further enhancements.
			Formal recording and reporting of consumer queries and complaints				Review and update monitoring and oversight controls
5	CUSTOMER CARE	Improve Customer Care culture	All municipal officials participating in the revenue management function should be taken through a comprehensive awareness and change management exercise; and		31 Aug 21 (Ongoing)	Manager Revenue	Action completed by capaciting the front desk enquiries personnel to handle revenue management related enquiries as well as specific support functions.
			Performance evaluation criteria to be set and monitored.				Vesta system training on going for completion not later than Aug 2021
6	COMMUNICATION AND INTERACTION	Interdepartment communication improvement	Improve interaction between departments that are involved in revenue management, including Town Planning/Building Control to establish efficient and effective working relationships between all Municipal departments in order to maximise revenue and improve credit control. This also involves the following:	8 Dec 17		Director Finance	Ongoing and consistant improvement through the strengthening of communication between inter departments / divisions.
			Determine interaction procedures/protocols for every inter-departmental activity		31 Oct 21 (3 Months)	Manager Revenue	Further capacity building in the credit control unit to improve effectiveness as well as the appointment of service provider to assist in debt collection / formal legal action
			Procedures/protocols to be approved by all departmental heads		30 Nov 21 (4 Months)	Manager Revenue	Assess, review and update current inter-department protocols and procedures in place
			Allocate responsibility to staff to manage and maintain procedures				Sign the reviewed and updated inter-departmental protocols/ procedures
			Implement agreed procedures and interdepartmental protocols				
7	AGREEMENTS WITH EMPLOYERS FOR PAYMENT OF MUNICIPAL ACCOUNTS	Municipal account payments	The municipality should approach the employers (especially the government departments) regarding the facility available to their		31 May 21	Manager Revenue	Completed with the Airbase personnel as well as the renewal / continuation of the

			employees for the deduction of municipal accounts, and the incentive available to employers. A customer's consent should be obtained before implementing the revenue collection mechanism. (Investigate & Refine)			Kassiesbaai – Visser's Union agreement to assist with the monthly debt collection. Ongoing discussion to involve other stakeholders
8	DEBTOR BOOK AND DEBTOR ANALYSIS	Debt book analysis, review and improvement	<p>An in-depth analysis of the debt book including the following:</p> <p>Top 100 consumers</p> <p>Top 100 consumers per debtor class/category</p> <p>Aged analysis – debt at over 180 day</p> <p>Aged analysis – old debt attributable to Government, Business, etc</p> <p>Split debt per town</p> <p>Split debt per debtor category</p> <p>Split debt per service type</p> <p>Split debt per indigent</p> <p>Split debt per owner/tenant</p> <p>Split debt per active/non active</p> <p>Conduct an analysis of the outstanding debt to determine realistically recoverable debt versus non-recoverable debt [debt to be written off].</p> <p>Analyse Indigent debt and establish an approach</p> <p>Analyse 'quick wins' – the debtor category that should/can pay their accounts and determine and implement sustained credit control actions against them to recover outstanding amounts.</p>	30 Jun 22 (Monthly / ongoing)	Manager Revenue	<p>The municipality appointed a new service provider for a three year period to assist with debt collection and formal legal action.</p> <p>Also in process to strengthen the capacity of the debt collection unit and to split the debt collection actions and administration of indigents / arrangements. To be more focused on effective debt collections as from 1 July 2021.</p>
9	WATER	Water system improvement	<p>Improve interaction between departments involved to establish efficient and effective working relationships and improve the flow of non-financial data</p> <p>Procedures/protocols to be approved by all departmental heads</p> <p>Allocate responsibility to staff to manage and maintain procedures</p> <p>Implement agreed procedures and interdepartmental protocols [monitor distribution losses]</p>	30 Sept 21 (2 Months)	Director Finance & Head of Departments / Managers identified	Annual review and updated of the current procedures / protocols
		Meter assessments	<p>Conduct random meter inspections to determine instances of meter tampering, by-passed meters, illegal connections, condition of meter and water leaks</p>	Ongoing	Meter Readers / Admin Officer Water & Electricity Services	Review and update the water meter route book to be more effective and efficient. Intergration between CATS and the Vesta financial system before 30 Sept 2021.
			<p>Replace old water meters</p>	Ongoing	Manager Water Services & Sanitation	
			<p>Ensure inaccessible property owners are notified and appropriate rectifying actions are taken according to approved policies</p>	Ongoing	Accountant Water & Electricity Services	
10	ELECTRICITY	Electricity system improvement	<p>Ensure measures in place to monitor electricity purchases which may be indicative of tampering [monitor sales variance reports to detect anomalies, such as high/low purchases];</p> <p>Ensure reporting and monitoring protocols [monitor distribution losses] in place between Finance and Technical Departments to ensure instances reported are addressed in a timely manner.</p>	Ongoing	Manager Electricity Services	
		Meter assessments	<p>Conduct random meter inspections to determine</p>	Ongoing	Meter Readers	Pre-paid meter audit

			instances of meter tampering, by-passed meters, illegal connections, condition of meter and water leaks		/ Admin Officer Water & Electricity Services / Electricians	to ensure smooth integration between Vesta financial system and the Ontec vendor for completion before Febr 2022. It will also contribute to debt collection policy guidelines on how to recover debt.
11	REFUSE	Refuse system improvement	Introduce a tariff based on number of bags removed per premises Investigate possibility of introducing wheelie bins throughout the municipal area	30 Jun 22 (Ongoing – new develop.)	Manager Refuse Removal / Manger BTO	Project completed and ongoing
			Development and documentation of protocols / procedures to issue & introduce wheelie bins as well as reconciliation of consumers usage – Purchase of Refuse Removal Truck	30 Sept 21 (3 Months)	Manager Refuse Removal	Annual review and updated of the current procedures / protocols
			Improve communication regarding non-financial data	31 Jul 21 (Monthly and ongoing)	Manager Refuse Removal / Manager Archive & Property Administration	Review and update current procedures / processes in place to improve the control an accuracy. Annual assesment / audit should also be completed i.r.o refuse removal businesses
12	SEWERAGE	Sanitation system improvement	Ensure that best practise is applied in operating and maintaining municipal services infrastructure in a sustainable manner. Improve communication regarding non-financial data	30 Sept 21 (3 Months)	Manager Water Services & Sanitation / Manager Archive & Property Administration	Review and update current procedures / processes in place to improve the control an accuracy.
			Tariff framework review	31 Jan 18 (2 Months)	Manager Water Services & Sanitation / Manager BTO	Annual assesment / audit should also be completed i.r.o sewer businesses. etc.
13	ASSESSMENT RATES	Review & improvement of the Implentation of General Valuation Roll	Improve communication with municipal valuator Ensure that new valuation roll includes current usage as well as zoning. Reconcile the valuation roll to the VESTA financial system with regards to zoning, usage and values.	30 Jun 22 (12 Months)	Manager Revenue / Accountant Prperty Rates	Part of the scope of work / processes – new valuer appointed with refence to the new valuation te be effective 1 July 2022.
	ASSESSMENT RATES	Review & improvement of the Implentation of General Valuation Roll	Consider introduction of a vacant land levy to encourage development of vacant stands	31 Mar 22	“ “ “ “ “	To be investigated as an additional revenue source effective 2022/23
			Compare aerial imagery with the valuation roll to identify and correct occupied properties vs vacant land	30 Nov 21 (5 Months)	Manager Town Planning / Town Planner - GIS	To be investigated to establish the cost / benefit
			Matching and reconciliation of properties on VESTA financial system as well as MetGovis Property Register Deeds and Property Validation of debtor types/categories/groups/zoning	30 Jun 20 (Monthly and ongoing)	Manager Revenue / Accountant Prperty Rates	
14	SPORT FIELDS AND COMMUNITY HALLS	Tariff review	Investigate framework for revenue charges and introduce new tariffs where practical	31 Jan 21 (7 Months)	Manager Public Services / Manager BTO	To be investigated
		System Improvement	Develop proper controls and procedures regarding the service	31 Aug 21 (7 Months)	Director Finance / Manager Water Services & Sanitation / Manager BTO	Arrange workshop to assess the control effectiveness and possibilty to improve the current register keeping /

						reconciliation procedures in place
15	MUNICIPAL PROPERTIES	Review of all renting / leasing arrangements	Review policy and amend where appropriate	31 Oct 21 (4 Months)	Manager Archive & Property Administration	Leasing / sale of property register completed and assess the effectiveness and / or completeness of current controls, record keeping, processes / procedures relating to the property administration inclusive monthly reconciliation to the VESTA financial system
			Establish and confirm all existing municipal properties currently being leased			
			Review terms of existing leasing contracts			
			Review and update existing localised market-related leasing values			
			Renegotiate new lease agreements			
			Revisit the development of land in Waenhuiskrans			
			Improve internal controls and reconciliation relating to lease and sale of property	31 Aug 21 (2 Months)	Director Finance / Manager Archive & Property Administration / Manager BTO	
16	RESORTS	Management review	Develop and implement internal controls	31 Aug 28 (2 Months)	Director Finance / Manager Water Services & Sanitation / Manager BTO	Assess the effectiveness and / or completeness of current controls, record keeping, processes / procedures relating to the the resort revenue inclusive monthly reconciliation to the VESTA financial system
			Investigation regarding safety aspect of resorts			
			Investigate alternative operational models	30 Jun 20 (4 Months)	Director Finance / Manager Public Services & Sanitation / Manager BTO	Completed in the previous financial year.
17	CEMETRIES	Burial register review	Review manual and electronic registers	31 Aug 21 (2 Months)	Director Finance / Manager Public Services & Sanitation / Manager BTO	Assess the effectiveness and / or completeness of current controls, record keeping, processes / procedures relating to the the cemetery revenue inclusive monthly reconciliation to the VESTA financial system
18	TOWN PLANNING & DEVELOPMENT	Planning improvement 7 Building Control	Improve communication with municipal valuator	31 Jan 22 (7 Months)	Manager Town Planning	Assess the effectiveness and / or completeness of current controls, record keeping, processes / procedures relating to the the building plan administration inclusive monthly reconciliation and update of the building plan register.
			Improve the implementation of punitive measures regarding unapproved construction activities			
			Ensure that new valuation roll include current usage as well as zoning			
			Implement a Occupational Certificate Register			
			Improve internal controls, reconciliation and keeping of building plan register	31 Jan 22 (7 Months)	Manager Building Control	Address and follow up with an audit relating to long outstanding building plans per building plan register and the issue of a building plan certificate with reference to develop property

						still reflecting as vacant land.
19	TRAFFIC AND LAW ENFORCEMENT	Event tariff review	Comparison of event tariffs for law enforcement officers of neighbouring municipalities	31 Aug 21 (2 Months)	Manager Protection Services	Implementation of a new traffic fine system aligned with AARTO as well as to investigate the best practices relating to outstanding fine collection – internal back office versus outsourced function
		Traffic fine collection review	Review of the collection of traffic fines in respect of resourcing as well as impact and success of operational procedures & processes			