

WEST COAST DISTRICT MUNICIPALITY



CREDIT CONTROL & DEBT COLLECTION POLICY

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1. Objectives

The objectives of the policy are to:

- Provide a framework within which the municipal council can exercise its executive and legislative authority with regard to credit control and debt collection;
- Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interests of the community, residents and ratepayers and in a financially sustainable manner¹;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms; and
- Provide a framework to link the municipal budget to
 - Indigent support; and
 - Tariff policies.

2. Principles

- The administrative integrity of the municipality must be maintained at all costs. The democratically elected officials (councillors) are responsible for policy-making, while it is the responsibility of the municipal manager to execute these policies.
- All customers must complete an official application form formally requesting the municipality to connect them to service supply lines.
- A copy of the application form, conditions of services and extracts of the relevant council's credit control and debt

¹ Section 96(a) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) provides that a municipality must collect all money that is due and payable to it subject to this Act and any other applicable legislation.

collection policy and by-laws must be handed to every customer on request.

- Billing is to be accurate, timeous and understandable.
- The customer is entitled to reasonable access to paypoints and to a variety of reliable payment methods.
- The customer is entitled to an efficient, effective and reasonable response to appeals, and should suffer no disadvantage during the processing of a reasonable appeal.
- Enforcement of payment must be prompt, consistent and effective.
- Fraud/criminality will lead to loss of rights and heavy penalties and/or public prosecution.
- Incentives and disincentives may be used in collection procedures.
- The collection process will be cost-effective.
- Collection “Best Practices” will be pursued.
- Results will be regularly and efficiently reported.
- Application forms will be used to categorise customers and to determine whether the customer qualifies for indigent support, pre-payment or credit meters.
- Although customer care and debt collection are inter-related issues, they should be performed by two separate divisions.
- There must be legal cause between the municipality and its customer and customer debt must arise out of a legal framework and must be legally collectable.
- Indigent households will be identified and supported. Welfare is to be separated from tariff and credit control issues and will be supported by appropriate and affordable policies and practices. Indigent support will be introduced within council’s financial ability.

- Targets for performance in both customer service and debt collection will be set and pursued and remedies implemented for non-performance.

3. Duties and Functions of Council

- To approve a budget consistent with the needs of communities, ratepayers and residents.
- To determine service charges, fees and penalties to finance the budget.
- To provide sufficient funds to give access to basic services for the poor.¹
- To provide for a bad debt provision, in line with the payment record of the community, ratepayers and residents, as reflected in the financial statements of the municipality.²
- To set an improvement target for debt collection, in line with acceptable accounting ratios and the ability of the Municipal Manager.³
- To approve a reporting framework for credit control and debt collection.⁴
- To consider and approve by-laws to give effect to the Council's policy.
- To monitor the performance of the Executive Committee and Municipal Manager regarding credit control and debt collection.
- To revise the budget should Council's targets for credit control and debt collection not be met.
- To take disciplinary action against councillors, officials and agents who do not execute council policies and by-laws.⁵

¹ Preferably, the total equitable share should be set aside for this purpose. If this amount is not enough, an additional sustainable provision must be made, according to the municipality's financial ability.

² The bad debt provision should at least reflect the increase in debtors during the previous financial year. The amount provided for can only be reduced by the amount provided for working capital.

³ A realistic target would be to improve on the previous year's result by 5% - 10%. The target should be reviewed every year until the turnover rate of debtors is between 45-56 days.

⁴ See Section 3.4.

⁵ Including credit control and debt collection

- To approve a list of attorneys that will act for Council in all legal matters relating to debt collection.
- To delegate the required authorities to monitor and execute the credit control and debt collection policy to the Executive Committee and Municipal Manager respectively.
- To provide sufficient capacity in the Treasury department for credit control and debt collection.
- To appoint debt collection agents to assist the Municipal Manager in the execution of his duties, if required.

3.1 Duties and functions of Executive Committee

- To ensure that Council's budget, cash flow and targets for the debt collection are met and executed in terms of the policy and relevant by-laws¹.
- To monitor the performance of the Municipal Manager in implementing the policy and by-laws².
- To review and evaluate the policy and by-laws in order to improve the efficiency of Council's credit control and debt collection procedures, mechanisms and processes³.
- To report to Council⁴.

3.2 Duties and functions of the Municipal Manager

- To implement good customer care management.
- To implement council's credit control and debt collection policy.
- To install and maintain an appropriate accounting system.

Section 99 of the Local Government: Municipal Systems Act, 2000 provides that the executive committee must –

(a) Oversee and monitor -

¹ (i) The implementation and enforcement of the municipality's credit control and debt collection policy and any by-laws enacted in terms of section 98; and

² (ii) The performance of the municipal manager in implementing the policy and any by-laws.

³ (b) When necessary, evaluate or review the policy and any by-law, or the implementation of the policy or such by-laws, in order to improve efficiency of its credit control and debt collection mechanisms, processes and procedures; and

⁴ (c) At such intervals as may be determined by the Council report to a meeting of the Council, except when the Council itself performs the duties mentioned in paragraph (a) and (b).

- To bill customers.
- To demand payment on due dates.
- To raise penalties for defaults.
- To appropriate payments received.
- To collect outstanding debt.
- To implement “Best Practices”.
- To provide different payment methods.
- To determine credit control measures.
- To determine work procedures for public relations, arrangements, disconnections of services, summonses, attachments of assets, sales in execution, write-off of debts, sundry debtors and legal processes.
- To appoint firm/s of attorneys to complete the legal process (i.e. attachment and sale in execution of assets, emolument attachment orders etc.).
- To set performance targets for staff.
- To appoint staff to execute council's policy and by-laws in accordance with council's staff policy.
- To delegate certain functions to heads of departments.
- To determine control procedures.
- To report to the Executive Committee.

3.3 *Duties and functions of Communities, ratepayers and residents*

- To fulfil certain responsibilities, as brought about by the privilege and or right to use and enjoy public facilities and municipal services.
- To pay service fees, rates on property and other taxes, levies and duties imposed by the municipality.
- To observe the mechanisms and processes of the municipality in exercising their rights.
- To allow municipal officials reasonable access to their property to execute municipal functions.

- To comply with the by-laws and other legislation of the municipality.
- To refrain from tampering with municipal services and property.

3.4 Duties and functions of Political parties

- .
- To adhere to and convey council policies to residents and ratepayers.
- To adhere to council's code of conduct for councillors.

POLICY PRINCIPLES

4. Customer Care and Management Policy¹

4.1 Communication and feedback

4.1.1 The municipality will, within its financial and administrative capacity, conduct an annual process of compiling its budget which will include:

- a) A First Budget Meeting, in January, wherein Mayco will consider budget priorities, principles and a budget framework.
- b) A council workshop, which will marry the results of the first budget meeting, the public meetings, and the need identification workshops with Council's Integrated Development Plan.
- c) Thereafter Council's draft Capital and Operating budgets, informed by the above processes, will go through Council's executive committee for the creation of a draft budget.
- d) This draft budget, with tariff and rate implications, will then be presented to a second round of public meetings.
- e) Thereafter a final draft of the budget appears before Council for approval.

4.1.2 Council's Customer Care and Management, and Debt Collection Policy, will be available in English, and will be made available by

¹ Section 95(a) of the Local Government: Municipal Systems Act, 2000 provides that a municipality must, within its financial and administrative capacity, establish a sound customer management system that aims to create a positive and reciprocal relationship between persons liable for payments and the municipality.

general publication and on specific request, and will also be available at Council's cash collection points.

4.1.3 Council aims to establish:

- a) A central complaints/feedback office;
- b) A centralized complaints database to enhance co-ordination of complaints, their speedy resolution and effective communication with customers;
- c) Appropriate training for officials dealing with the public to enhance communications and service delivery; and
- d) A communication mechanism to give council feedback on service, debt and other issues of concern.

4.2 Service application and agreements

4.2.1 All customers of services will be required to sign an agreement governing the supply, of, and cost of, municipal services. Owners may allow a tenant to sign a separate agreement with the municipality, which the municipality may accept. On default by a tenant, the owner is the debtor of last resort.

4.2.2 Prior to signing these agreements, owners and or tenants will be entitled to receive the policy document of the Council on request.

4.2.3 On the signing of the agreement, owners and or tenants will receive a copy thereof.

4.2.4 Within a specified period (in the agreement) of change of ownership, meters will be read and an account posted.

4.2.5 In the agreement, customers will acknowledge liability for costs of collection, and interest and penalties, in the event of delayed payment.

4.3 Customer screening and securities

4.3.1 All applicants for municipal services can be checked for credit-worthiness including checking information from banks, credit bureau, local authorities, trade creditors, and employers.

4.3.6

4.4 Accounts and billing¹

- 4.4.1 Customers will receive an understandable and accurate bill from the municipality, which bill will consolidate all service costs for that property.
- 4.4.2 Accounts will be produced in accordance with the meter reading cycle and due dates are linked to the statement date.
- 4.4.3 Accounts will be rendered monthly in cycles of approximately 30 days at the address last recorded with the municipality or its authorised agent.
- 4.4.4 It is the client's responsibility to ensure timeous payment in the event of accounts not received.
- 4.4.5 Settlement or due date is **21 – 25** days from date of statement.
- 4.4.6 Where an account is not settled in full, any lesser amount tendered and accepted shall not be deemed to be in final settlement of such an account.
- 4.4.7 Where any payment made to the municipality or its authorised agent by negotiable instrument is later dishonoured by the bank, the municipality or its authorised agent:
 - (a) May recover the average bank charges incurred relating to dishonoured negotiable instruments against the account of the customer.
 - (b) Shall regard such an event as default on payment.
- 4.4.8 The municipality or its authorised agent must, if administratively possible, issue a duplicate account to a customer on request.

4.5 Metering²

- 4.5.1 The municipality will endeavor, within practical and financial limits, to provide meters to every paying client for all meterable services.

¹ Section 95 (d) of the Local Government: Municipal Systems Act, 2000 provides that a municipality must, within its financial and administrative capacity take reasonable steps to ensure that the consumption of services has to be measured through accurate and verifiable metering systems.

² Section 95 (e) provides that a municipality must ensure that persons liable for payments receive regular and accurate accounts that indicate the basis for calculating the amount due.

- 4.5.2 All meters will be read monthly, if at all possible. If the meter is not read monthly the council will average the consumption for the preceding three months.
- 4.5.3 Customers are entitled to request verification of meter readings and accuracy within reason, but may be held liable for the cost thereof.
- 4.5.4 Customers will be informed of meter replacement.
- 4.5.5 If a service is metered but it cannot be read due to financial and human resource constraints or circumstances out of the control of the municipality or its authorised agent, and the customer is charged for an average consumption the account following the reading of the metered consumption must articulate the difference between the actual consumption and the average consumption, and the resulting credit or debit adjustments.

4.6 *Right of access to premises*

- 4.6.1 The owner and or occupier of premises give an authorised representative of the municipality access at all reasonable hours to the premises in order to read, inspect, install or repair any meter or service connection for reticulation, or to disconnect, stop or restrict, or reconnect, the provision of any service¹.
- 4.6.2 The owner accepts the cost of relocating a meter if satisfactory access is not possible.
- 4.6.3 If a person contravenes 4.6.1 the municipality or its authorised agent may:
- (a) By written notice require such person to restore access at his/her own expense within a specified period.
 - (b) If it is the opinion that the situation is a matter of urgency, without prior notice restore access and recover the cost from such person.

¹ Section 101 provides that the occupier of premises in a municipality must give an authorised representative of the municipality access at all reasonable hours to the premises in order to read, inspect, install or repair any meter or service connection for reticulation, or to disconnect stop or restrict the provision of any service.

4.7 *Payment facilities and methods and stop orders and debit orders*

- 4.7.1 The municipality will operate and maintain suitable banking and cash facilities which facilities will be accessible to all users.
- 4.7.2 The municipality will, at its discretion allocate a payment between service debts – a debtor who has overdue debt may not specify that the payment is for a specific portion of the account.
- 4.7.3 The municipality may, with the consent of a customer, approach an employer to secure a debit or stop order arrangement.
- 4.7.4 The customer will acknowledge, in the customer agreements, that the use of customer agents in the transmission of payments to the municipality is at the risk of the customer – also for the transfer time of the payment.

4.8 *Enquiries, appeals and service complaints*

- 4.8.1 If a customer is convinced that his or her account is inaccurate, he or she can lodge an appeal with the municipality for recalculation of this account¹.
- 4.8.2 In the interim the debtor must pay the average of the last three months' account where history of the account is available. Where no such history is available the debtor is to pay an estimate provided by the municipality before payment due date until the matter is resolved.
- 4.8.3 The relevant department will investigate and inform the debtor within one month.
- 4.8.4 Failure to make such agreed interim payment or payments will make the customer liable for disconnection.
- 4.8.5 A customer may appeal against the finding of the municipality or its authorised agent in terms of 4.8.2.
- 4.8.6 An appeal and request in terms of 4.8.5 must be made and lodged with the municipality within 21 (twenty-one) days after the customer became aware of the finding referred to in 4.8.2 and must:
 - (a) Set out the reasons for the appeal.

¹ Section 95 (f) of the Local Government: Municipal Systems Act, 2000 provides that a municipality must provide accessible mechanisms for those persons to query or verify accounts and metered

- (b) Be accompanied by any security determined for the testing of a measuring device if applicable.

4.9 Business who tender to the Municipality

4.9.1 The Procurement Policy and Tender Conditions include the following:

- i. When inviting tenders for the provision of services or delivery of goods, potential contractors may submit tenders subject to a condition that consideration and evaluation thereof will necessitate that the tenderer obtain from the municipality a certificate stating that all relevant municipal accounts owing by the tenderer or its directors, owners or partners have been paid or that suitable arrangements (which include the right to set off in the event of non-compliance) have been made for payment of any arrears.
- ii. A municipal account to mean any municipal service charge, tax or other fees, fines and penalties, due in terms of a contract or approved tariff or rate, which is outstanding after the due date normally appearing on the consolidated account or overdue in terms of the contract or any other due date that has passed.
- iii. Tender conditions contain a condition allowing the municipality to deduct moneys owing to the municipality from contract payments in terms of a reasonable arrangement with the debtor.

4.10 Incentives for prompt payment

4.10.1 The municipality may, to encourage payment, and to reward good payers consider from time to time incentives for the payment of accounts.

4.10.2 Such incentive schemes, if introduced, will be reflected in annual budgets as additional expenditure.

consumption, and appeal procedures which allow such persons to receive prompt redress for inaccurate accounts.

4.11 Customer assistance programmes

4.11.1 Water leakages

4.11.1.1 If the leakage is on the side of the customer the customer is responsible for the payment of the full account or other process provided by the Accounting Officer.

4.11.1.2 The customer has the responsibility to control and monitor his/her consumption.

4.11.2

4.11.2.1 Properties used exclusively for residential purposes may qualify for a rebated rate determined annually by Council.

4.11.2.2 A rate rebate may be granted to social pensioners or the receiver of a State disability grant as determined by Council from time to time. To qualify for the concession, the following criteria will apply: Application must be made each year and reach the Chief Financial Officer on or before 30 June. The applicant must be the registered owner of the property and should not sub-let any portion of the dwelling or take in boarders. The applicant should not own any other property. The property must be readily accessible to municipal staff for the purpose of carrying out of inspections.

4.11.3 Arrangements for settlements

4.11.3.1 If a customer cannot pay his/her account with the municipality then the municipality may enter into an extended term of payment with the customer. He/she must:

- i. Sign an acknowledgement of debt;
- ii. Sign a consent to judgement;
- iii. Provide a garnishee order/emolument order/stop order (if he or she is in employment);
- iv. Acknowledge that interest will be charged at the prescribed rate;
- v. Pay the current portion of the account in cash; and
- vi. Sign an acknowledgement that, if the arrangements are being negotiated later defaulted on, that no further arrangements will be possible and that disconnection of

water and electricity will immediately follow, as will legal proceeding.

4.11.3.2

4.11.3.3

4.11.4.1 .

4.11.5 Indigence subsidy¹

4.11.5.1 Qualifying households. A household, which has a total income of all occupants over 18 years of age, of less than 2 x All Pay +10% per month, qualifies as an indigent household in terms of this subsidy.

4.11.5.2

4.11.5.4 Subsidised services are to be sewerage, refuse removal and. A policy guideline is to attempt to get the subsidy to cover 6 kl of water, and all sewerage and refuse removal charges.

4.11.5.5 Electricity will not be subsidised, and households for indigent support may be required to convert to prepayment electricity meters when implemented, the cost of which can be met either by:

- i The equitable share fund, if sufficient;
- ii A surcharge on the electricity coupon cost; or
- iii Cash payment by the household.

4.11.5.6 Households which exceed 6 kl of water usage may be restricted.

4.11.5.7 Household eligibility. Households become eligible by application on a specific council application form, after which screening and ongoing auditing are possible. This form will require data on the inhabitants of the household, their occupations, income and property ownership, and business ownership.

4.11.5.8 Council may cause inspectors to visit indigent households to audit the veracity of the data in the application form, and to record any changes in circumstances, and make recommendations on the continuation or discontinuation of the subsidy.

4.11.5.9 Indigent households must reapply for indigent support every **twelve** months or as determined by the Accounting Officer.

4.11.5.10 Existing arrears will be written of subject to the necessary bad debt provision.

4.11.5.11 Households will be excluded from the scheme if:

- i The household head owns a second property.
- ii The application was filled in dishonestly.
- iii Audits suggest improvements in the financial circumstances of the household.

4.11.5.12 If a consumer's consumption or use of a municipal service is less than the subsidised service, the unused portion may not be accrued by the customer and will not entitle the customer to cash or a rebate in respect of the unused portion.

4.11.5.13 If a customer's consumption or use of a municipal service is in excess of the subsidised service, the customer will be obliged to pay for such excess consumption at the applicable rate.

4.11.5.14 An indigent customer must immediately request de-registration by the municipality or its authorised agent if his/her circumstances have changed to the extent that he/she no longer meet the qualification set out in 4.11.5.1.

4.11.5.15 An indigent customer may at any time request de-registration.

5. Debt Collection Policy

5.1 Enforcement Mechanisms

5.1.1 Interruption of service²

5.1.1.1 Customers who are in arrears with their municipal account and who have not made arrangements with the council will have their supply of electricity and water, and other municipal services, restricted, suspended or disconnected.

5.1.1.2 The disconnection of electricity services will happen when the municipal account is **30 (thirty)** days overdue. The restriction and or

¹ Section 97 (c) of the Local Government: Municipal Systems Act, 2000 provides that a municipality must make provision for indigent debtors that is consistent with its rates and tariff policies and any national policy on indigents.

² Section 97 (g) of the Local Government: Municipality Systems Act, 2000 provides that a credit control and debt collection policy must provide for termination of services or the restriction of the provision of services when payments are in arrears.

discontinuation of water supplies will happen in accordance with a policy determined by council from time to time.

5.1.1.3 Council reserves the right to deny or restrict the sale of electricity or water to customers who are in arrears with their rates or other municipal charges.

5.1.1.4 Upon the liquidation of arrears, or the conclusion of arrangements for term payment, the service will be reconnected as soon as conveniently possible.

5.1.1.5 The cost of the restriction or disconnection, and the reconnection, will be determined by tariffs agreed by Council, and will be payable by the customer.

5.1.2 Interest and penalties

5.1.2.1 Interest will be raised as a charge on all accounts not paid by the due date in accordance with applicable legislation.¹

5.1.3 Personal contact

5.1.3.1 Telephonic contact

5.1.3.2 Agents calling on clients

5.1.3.2.1 Council will endeavour, within the constraints of affordability, to make personal or telephonic contact with all arrear debtors to encourage their payment, and to inform them of their arrears state, and their rights (if any) to conclude arrangements or to indigence subsidies, and other related matters, and will provide information on how and where to access such arrangements or subsidies.

5.1.3.2.2 The municipality shall maintain a schedule of debtors with large amounts outstanding (the cut-off amount will be agreed by Council) and will maintain intensive contact with these debtors as in 4.11.3.1.

5.1.3.2.3 Such contact is not a right for debtors that debtors enjoy – disconnection of services and other collection proceedings will continue in the absence of such contact for whatever reason.

¹ Section 97 (e) of the Local Government: Municipal Systems Act, 2000 provides that a credit control and debt collection policy must provide for interest on arrears, where appropriate.

- 5.1.4 Legal Process/Use of attorneys/Use of credit bureaus
 - 5.1.4.1 Council will, when a debtor is 45 days in arrears, commence legal process against with that debtor, which process could involve final demands, summonses, court trials, judgements, garnishee orders and/or sales in execution of property.
 - 5.1.4.2 Council will exercise strict control over this process, to ensure accuracy and legality within it, and will require regular reports on progress from outside parties, be they attorneys or any other collection agents appointed by council.
 - 5.1.4.3 Council will establish procedures and codes of conduct with these outside parties.
 - 5.1.4.4 Garnishee orders, in the case of employed debtors, are preferred to sales in execution, but both are part of Council's system of debt collection procedures.
 - 5.1.4.5 All steps in the credit control procedure will be recorded for Council's records and for the information of the debtor.
 - 5.1.4.6 All costs of this process are for the account of the debtor.
 - 5.1.4.7 Individual debtor accounts are protected and are not the subject of public information. However, Council may release debtor information to credit bureaus. This release will be in writing and this situation will be included in Council's agreement with its customers.
 - 5.1.4.8 Council may consider the cost effectiveness of this process, and will receive reports on relevant matters, including cost effectiveness.
 - 5.1.4.9 Council may consider the use of agents, and innovative debt collection methods and products. Cost effectiveness, the willingness of agents to work under appropriate codes of conduct and the success of such agents and products will be part of the agreement Council might conclude with such agents or product vendors; and will be closely monitored by Council
 - 5.1.4.10 Customers will be informed of the powers and duties of such agents and their responsibilities including their responsibility to observe agreed codes of conduct.

5.1.4.11 Any agreement concluded with an agent or product vendor shall include a clause whereby breaches of the code of conduct by the agent or vendor will see the contract terminated.

5.2 *Theft and fraud*

5.2.1 Any person (natural or juristic) found to be illegally connected or reconnected to municipal services, tampering with meters, reticulation network or any other supply equipment or committing any unauthorised service associated with the supply of municipal services, as well as theft and damage to Council property, will be prosecuted and/or liable for penalties as determined from time to time ¹.

5.2.2 Council will immediately terminate the supply of services to a customer should such conduct as outlined above be detected.

5.2.3 The total bill owing, including penalties, assessment of unauthorised consumption and discontinuation and reconnection fees, and increased deposits as determined by Council if applicable, becomes due and payable before any reconnection can be sanctioned.

5.2.4 Council will maintain monitoring systems and teams to detect and survey customers who are undertaking such illegal actions.

5.2.5 Council may distinguish in its penalties between cases of vandalism and cases of theft.

5.2.6 Subsequent acts of tampering will lead to penalties and deposits increasing in quantum.

5.2.7 Council reserves the right to lay charges and to take any other legal action against both vandals and thieves.

5.2.8 Any person failing to provide information or providing false information to the municipality may face immediate disconnection.

¹ Section 97 (h) of the Local Government: Municipal Systems Act, 2000 provides that a credit control and debt collection policy must provide for matters relating to unauthorised consumption of services theft and damages.

5.3 Cost of collection

5.3.1 All costs of legal process, including interest, penalties, service discontinuation costs and legal costs associated with credit control are for the account of the debtor and should reflect at least the cost of the particular action.

5.4 Abandonment

5.4.1 The Municipal Manager, must ensure that all avenues are utilized to collect the municipality's debt.

5.4.2 There are some circumstances that allow for the valid termination of debt collection procedures:

- i. The insolvency of the debtor, whose estate has insufficient funds.
- ii. A balance being too small to recover, for economic reasons considering the cost of recovery.
- iii. Recommendation for the Collecting Attorney.

5.4.3 The municipality will maintain audit trails in such an instance, and document the reasons for the abandonment of the debt.

6. 5.5 Performance Evaluation

6.1

6.2 Customer Service Targets

Council to create targets that would include:

- i. Response time to customer queries.
- ii. Date of first account delivery to new customers.
- iii. Reconnection time lapse.
- iv. Meter reading cycle.

6.3 Administrative Performance

Council to create targets that will include:

- i. Cost efficiency of debt collection.
- ii. Query rates.
- iii. Enforcement mechanism ratios.

6.4 Council will create a mechanism wherein these targets are assessed, Council's performance is evaluated and remedial steps taken.

7. Reporting to Council

7.1. The Chief Financial Officer shall report monthly to the Municipal Manager in a suitable format to enable the municipal Manager to report to Council. This report shall report on:

- i. Cash flow information for the capital and operating accounts, and combined situation, showing Council's actual performance against its cash flow budgets.
- ii. Cash collection statistics, showing high-level debt recovery information (numbers of customers; enquires; default arrangements; growth or reduction of arrear debtors; ideally divided into wards, business (commerce and industry) domestic, state, institutional and other such divisions.
- iii. Performance of all areas against targets agreed to in item 6 of this policy document.
- iv. Council's ongoing income and expenditure statements, comparing both billed income and cash receipt income, against ongoing expenditure in both the capital and operating accounts.

7.2. If in the opinion of the Chief Financial Officer, Council will not achieve cash receipt income equivalent of the income projected in the annual budget as approved by Council, the Chief Financial Officer will report this with motivation to the Municipal Manager who will, if he agrees with the Chief Financial Officer, immediately move for a revision of the budget according to realistically realizeable income levels.

8. Structures of Treasury

8.1. Council shall regularly receive a report from the Chief Financial Officer, if necessary after consultation with suitable consultants, on

the manpower and systems requirements of treasury which requirements take into account Council's agreed targets of customer care and management, and debt collection, and, after considering this report, Council will within reason vote such resources as are necessary to ensure that treasury has the staffing and structures to meet Council's targets in this regard or to outsource the service.

