



WESTERN CAPE
LIQUOR AUTHORITY

Annual Performance Plan 2017/18

Western Cape Liquor Authority

Annual Performance
Plan for 2017/2018

Western Cape Province

FOREWORD

It is with pleasure that I present the Western Cape Liquor Authority's Annual Performance Plan ("the APP") for 2017/2018.

This APP charts a clear path for the Western Cape Liquor Authority ("the Authority") for the year ahead and is aligned to our mandate as provided for in the Western Cape Liquor Act 4 of 2008, as amended, as well as the 5 Year Strategic Plan of the Authority. This plan also entails the institutional renewal program implemented to respond to changes and developments in the liquor regulatory space, as well as the liquor industry.

The Authority has the responsibility of achieving two conflicting objectives, namely, the regulation and responsible licensing of retail traders and micro-manufacturers of alcoholic beverages, as well as addressing the social harms that can be attributed to alcohol abuse.

The Authority has stepped up its commitment to regulating the retail-sale and micro-manufacturing of liquor in the province, and facilitating the transformation of the liquor industry in the Western Cape, by promoting the entry of new licence holders, and balancing this with a very stringent enforcement of a compliance regime, in line with the Alcohol Reduction Game Changer and the Alcohol Harms Reduction policy initiative of the Western Cape Provincial Government. This has been further boosted by the revision of the Regulations and provisions of the Act that deal with harm. Further, the Authority has partnered with organisations that promote responsible consumption.

The exemplary performance of the different components of the Authority has contributed in the more effective regulation of liquor in the Western Cape. Against the backdrop of the challenging liquor regulatory environment each component within the Authority has further identified strategic initiatives that will enhance service delivery and enforcement.

The strategic initiatives detailed in the document are dependent on sufficient funding.

The amendments to the Act will contribute significantly to the operations of the Authority and the more effective regulation of the liquor industry.

The Authority will continue to participate in the Alcohol Harms Reduction Game Changer and will actively contribute in future policy development and implementation.

The Authority, and its staff, is committed to dealing with all these priorities and challenges.



Dr. Luzuko Mdunyelwa

Chief Executive Officer of the WCLA

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Western Cape Liquor Authority under the guidance of Minister D. Plato and;
- Was prepared in line with the current Strategic Plan of the Western Cape Liquor Authority; and
- Accurately reflects the performance targets which the Western Cape Liquor Authority will endeavor to achieve, given the resources made available in the budget for 2017/18.

Dr. L Mdunyelwa



Chief Executive Officer

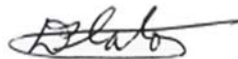
Mr MJones



Chairperson of the Governing Board

Approved by

Minister D Plato



Executive Authority

CONTENTS

Part A: Strategic Overview.....	5
1. Vision	5
2. Mission	5
3. Values	5
4. Legislative and other mandates	5
4.1 Constitutional mandates	5
4.2 Legislative mandates	5
4.3 Policy mandates	10
4.4 Relevant court rulings	10
4.5 Planned policy initiatives	11
5. Update of Situational analyses	11
5.1 Performance environment	11
5.2 Organisational environment	14
5.3 Description of the strategic planning process	17
6. Strategic outcome oriented goals of the institution	18
Part B: Strategic objectives	19
7. Programme/Component 1: Liquor Licencing Administration	19
7.1 Strategic objectives	19
7.2 Strategic objective annual targets for 2017/18.....	19
7.3 Annual targets for 2017/18	20
7.4 Quarterly targets for 2017/18	20
7.5 Risk Management	20
7.6 Reconciling performance targets with the Budget and MTEF	21
7.7 Performance and expenditure trends	21
8. Programme/Component 2: Liquor Licencing Tribunal	22
8.1 Strategic objectives	22
8.2 Strategic objective annual targets for 2017/18.....	23
8.3 Annual targets for 2017/18	23
8.4 Quarterly targets for 2017/18	23
8.5 Risk Management	24
8.6 Reconciling performance targets with the Budget and MTEF	24
8.7 Performance and expenditure trends	24
9. Programme/Component 3: Communication, Education and Stakeholder Relations..	25
9.1 Strategic objectives	25
9.2 Strategic objective annual targets for 2017/18.....	26
9.3 Annual targets for 2017/18	26

9.4	Quarterly targets for 2017/18	27
9.5	Risk Management	27
9.6	Reconciling performance targets with the Budget and MTEF	28
9.7	Performance and expenditure trends	28
10.	Programme/Component 4: Compliance and Enforcement	29
10.1	Strategic objectives	29
10.2	Strategic objective annual targets for 2017/18.....	30
10.3	Annual targets for 2017/18	30
10.4	Quarterly targets for 2017/18	30
10.5	Risk Management	31
10.6	Reconciling performance targets with the Budget and MTEF	31
10.7	Performance and expenditure trends	32
11.	Programme/Component 5: Finance	33
11.1	Strategic objectives	33
11.2	Strategic objective annual targets for 2017/18.....	33
11.3	Annual targets for 2017/18	34
11.4	Quarterly targets for 2017/18	34
11.5	Risk Management	35
11.6	Reconciling performance targets with the Budget and MTEF	35
11.7	Performance and expenditure trends	36
12.	Programme/Component 6: Corporate Services	37
12.1	Strategic objectives	37
12.2	Annual targets for 2017/18	37
12.3	Quarterly targets for 2017/18	38
12.4	Risk Management	38
12.5	Reconciling performance targets with the Budget and MTEF	39
12.6	Performance and expenditure trends	39
Part C: Links to other plans		41
Links to the long-term infrastructure and other capital plans		41
Conditional grants		41
Public entities		41
Public-private partnerships		41
Part D: Links to other plans		43
Annexure D: Changes to the Strategic Plan		43

PART A: Strategic overview

a

1. Vision

- 1.1 Effectively regulate liquor in the Western Cape.

2. Mission

- 2.1 Creating an enabling environment for the optimal regulation of the liquor industry in the Western Cape.
- 2.2 Maintaining sustainable partnerships with all relevant stakeholders to assist in the reduction of alcohol related harms.

3. Values

- 3.1 In the execution of their collective functions, the Authority places the highest value on:
- **Integrity**
The quality of possessing and steadfastly adhering to a moral or ethical code and high professional standards.
 - **Honesty**
The quality, condition or characteristic of being fair, truthful, and morally upright in conduct and adherence to the facts.
 - **Incorruptibility**
Moral uprightness and selfless service of public servants.
 - **Transparency**
The principle that the organisation (WCLA) will conduct its business in an accessible, clear and visible manner and that its activities are open to examination by its stakeholders.
 - **Responsibility**
Having the authority to make decisions and following through on the expectation to make those decisions and take necessary action.
 - **Accountability**
The principle that the organisation is obligated to demonstrate and take responsibility for its actions, decisions and policies and that it is accountable to the public at large.

4. Legislative and other mandates

4.1 Constitutional mandates

The Regulation of liquor licencing is a provincial competency in terms Schedule 5 of the Constitution. For this reason the Western Cape Liquor Authority has been established in terms of Section 2(1) of the Western Cape Liquor Act, Act 4 of 2008.

4.2 Legislative mandates

Significant changes have been made to the Western Cape Liquor Legislation. In December 2010, the Western Cape Provincial Parliament passed the Western Cape Liquor Amendment Act, 2010 (Act 10 of 2010) ("the Amendment Act") to be read in conjunction with the Western Cape Liquor Act No. 4 of 2008. On 21 December 2011 the Western Cape Liquor Regulations were passed which contained the new price schedules.

Other Legislation includes:

Magistrate Court Act, 1944 (32 of 1944)

The Magistrate Court Act, 1944 (32 of 1944) provides for the procedure and processes to be

followed in the approximate 350 South African District Magistrate's Courts. These courts can hear civil cases where the value of the claim is no more than R100,000 and in criminal cases can impose a sentence of up to three years imprisonment and a fine of up to R100 000. The magistrates districts are arranged into regions with each region having a Regional Magistrate's Court, which handles more serious criminal cases and can impose a sentence of up to 15 years imprisonment and a fine of up to R300 000. As of 2010 Regional Magistrates Courts can also handle civil cases where the value of the claim is no more than R300 000.

This act also provides for the Magistrate Court Rules. These rules govern how a lawsuit or case may be commenced, and what kind of service of process is required, along with the types of pleadings or statements of case, motions or applications, and orders allowed in civil cases, the timing and manner of depositions and discovery or disclosure, the conduct of trials, the process for judgment, various available remedies, and how the courts and clerks are to function.

Supreme Court Act, 1959 (59 of 1959)

The Supreme Court Act, 1959 (59 of 1959) provides for the divisions of the Supreme Court's appointment of judges, appeals and high court procedure and processes.

This act also provides for the High Court Rules. These rules govern how a lawsuit or case may be commenced, and what kind of service of process is required, along with the types of pleadings or statements of case, motions or applications, and orders allowed in civil cases, the timing and manner of depositions and discovery or disclosure, the conduct of trials, the process for judgment, various available remedies, and how the courts and clerks are to function.

Criminal Procedures Act, 1977 (51 of 1977)

This act governs criminal procedure in South Africa's legal system. It details the procedure for the whole system of criminal law, including search and seizure, arrest, the filing of charges, bail, the plea, the testimony of witnesses and the law of evidence, the verdict and sentence and the appeal.

Liquor Act, 1989 (27 of 1989)

To provide for control over the sale of liquor; and for matters connected therewith.

Liquor Products Act, 1989, (60 of 1989)

The Liquor Products Act, 1989 (60 of 1989) provides for:

- the control over the sale and production for sale of certain alcoholic products;
- the composition and properties of such products;
- the use of certain particulars in connection with the sale of such products;
- the establishment of schemes; and
- control over the import and export of certain alcoholic products.

Businesses Act, 1991 (Act 71 of 1991)

The Businesses Act, 1991 (Act 71 of 1991) is assigned national legislation that provides for the administration and regulation of informal trading by municipalities, subject to monitoring of the relevant bylaws by the Provincial Minister. It further provides that the Provincial Minister may act as an appeal authority in instances where municipalities refuse applications by certain types of businesses for licences to trade.

Occupational Health and Safety Act, 1993 (85 of 1995)

The Occupational Health and Safety Act, 1993 (85 of 1995) provides for:

- the health and safety of persons at work;
- the health and safety of persons in connection with the use of plant and machinery;
- the protection of persons other than persons at work;
- measure against hazards to health and safety arising out of or in connection with the activities of persons at work; and
- establishing an advisory council for occupational health and safety.

Labour Relations Act, 1995 (66 of 1995)

The Labour Relations Act, 1995 (66 of 1995) governs labour relations in South Africa and to that effect:

- gives effect to section 27 of the Constitution;
- regulates the organisational rights of trade unions;
- promotes and facilitates collective bargaining at the workplace and at sectorial level;
- regulates the right to strike and the recourse to lockout in conformity with the Constitution;
- promotes employee participation in decision-making through the establishment of workplace forums;
- provides simple procedures for the resolution of labour disputes through statutory conciliation, mediation and arbitration (for which purpose the Commission for Conciliation, Mediation and Arbitration is established), and through independent alternative dispute resolution services accredited for that purpose;
- establishes the Labour Court and Labour Appeal Court as superior courts, with exclusive jurisdiction to decide matters arising from the Act;
- provides for a simplified procedure for the registration of trade unions and employers' organisations, and to provides for their regulation to ensure democratic practices and proper financial control; and
- gives effect to the public international law obligations of the Republic relating to labour relations.

South African Police Service Act, 1995 (68 of 1995)

To provide for the establishment, organisation, regulation and control of the South African establishment, organisation, regulation and control of the South African Police Service; and to provide for matters in connection therewith.

Basic Conditions of Employment Act, 1997 (75 of 1997)

The Basic Conditions of Employment Act, 1997 (75 of 1997) gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment and to comply with the obligations of the Republic as a member state of the International Labour Organisation and provide for matters connected therewith.

Employment Equity Act, 1998 (55 of 1998)

The Employment Equity Act, 1998 (55 of 1998) promotes the constitutional right of equality and the exercise of true democracy; eliminates unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation.

Local Government: Municipal Structures Act, 1998 (117 of 1998)

The Local Government: Municipal Structures Act, 1998 (117 of 1998) provides for:

- the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities;
- the establishment of criteria for determining the category of municipality to be established in an area;
- defining the types of municipality that may be established within each category;
- an appropriate division of functions and powers between categories of municipalities;
- regulation of the internal systems, structures and office bearers of municipalities; and
- the appropriate electoral systems.

Public Finance Management Act, 1999 (1 of 1999)

The Public Finance Management Act, 1999 (1 of 1999) regulate financial management in the public sector and therefore in respect of the Western Cape Liquor Authority by ensuring that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and to provide the responsibilities and authority to persons entrusted with financial management.

Promotion of Access to Information Act, 2000 (2 of 2000)

The Promotion of Access to Information Act, 2000 (2 of 2000) was promulgated to give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights.

The aims of the Promotion of Access to Information Act, 2000 (2 of 2000) is to foster a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information and to actively promote a society in which the people of South Africa have effective access to information to enable them to more fully exercise and protect all of their rights.

Promotion of Administrative Justice Act, 2000 (3 of 2000)

The Promotion of Administrative Justice Act, 2000 (3 of 2000) gives effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa by:

- promoting an efficient administration and good governance; and
- creating a culture of accountability, openness and transparency in the public administration or in the exercise of a public power or the performance of a public function, by giving effect to the right to just administrative action.

Local Government: Municipal Systems Act, 2000 (32 of 2000)

The Local Government: Municipal Systems Act, 2000 (32 of 2000) provide for:

- the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all;
- define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures;
- the manner in which municipal powers and functions are exercised and performed;
- community participation;
- to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- a framework for local public administration and human resource development;
- empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts; to provide for credit control and debt collection;
- establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; and
- for legal matters pertaining to local government.

Liquor Act, 2003 (59 of 2003)

This act provides for the establishment of:

- national norms and standards in order to maintain economic unity within the liquor industry;
- regulates the manufacturing and distribution within the liquor industry;
- essential national standards and minimum standards required for the rendering of services;
- provides for the devolution of functions relating to retail sale and micro manufacturing to the Provincial Minister; and
- measures to promote co-operative government in the area of liquor regulation.

Western Cape Liquor Act, 2008 (4 of 2008)

The Western Cape Liquor Act, 2008 (4 of 2008) came into full effect on 1 April 2012. In respect of the Western Cape this act provide for the licencing for the retail sale and the micro-manufacture of liquor and this act provide for a number of matters incidental to liquor licencing in the Western Cape Province.

The Western Cape Liquor Act, 2008 (4 of 2008) provides for the establishment of an independent juristic person, to be known as the Western Cape Liquor Authority, a Governing Board for the Western Cape Liquor Authority to be appointed by the Minister, a Liquor Licencing Tribunal to be appointed by the Governing Board and which must perform the judicial function in respect of applications for liquor licences and related matters, an Appeal Tribunal to be appointed by the Minister and an administration with a Chief Executive Officer which reports to the Governing Board.

Western Cape Liquor Amendment Act, 2010 (10 of 2010)

The Western Cape Liquor Amendment Act, 2010 (10 of 2010) amended the Western Cape Liquor Act, 2008 substantially before last mentioned came into operation.

Public Finance Management Act, Act 1 of 1999 as amended by Act 29 of 1999

To regulate the financial management of provincial entities like the Western Cape Liquor Authority and to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and to provide the responsibilities and authorities to persons entrusted with financial management.

Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)

To give effect to section 217(3) of the 1996 Constitution by providing a framework for the implementation of the procurement policies contemplated in section 217(2) of the 1996 Constitution and to provide for matters connected therewith.

Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)

This act establishes a legislative framework for the promotion of broad-based black economic empowerment. It furthermore empowers the Minister to issue Codes of Good Practice, to publish transformation charters, to establish the Black Economic Empowerment Advisory Council and to provide for matters connected therewith. The unit Economic Empowerment uses the Act as the basis for its existence.

4.3 Policy mandates

The Western Cape Liquor Policy, 2005

This policy, commonly referred to as the Liquor White Paper, was the result of a process of intensive and extensive public participation based on the Liquor Green Paper of 2004. It was drafted by a Policy Drafting Panel consisting of DEDAT officials, legal experts and health professionals specialising in the research and treatment of alcohol-related diseases.

The policy had five objectives, namely:

- to make it possible for bona fide unlicensed traders in the historically disadvantaged communities to legitimise their businesses without encountering unnecessary barriers when applying for a liquor licence and to create an environment that would encourage them to do so
- to consider land use planning issues as determined by the municipal planning authorities
- to provide for the involvement of communities in determining the location of licensed liquor outlets;
- to involve the municipalities in the Western Cape, and
- to reduce the social cost of liquor abuse to society in general, and to the people of the Western Cape in particular.

The policy formed the basis on which the initial Western Cape Liquor Bill of 2006 was drafted. On completion of a comprehensive baseline study this policy will be revisited and reconsidered to align it with current and future trends and developments in the liquor industry.

The Province is in the process of developing a new Liquor Policy with the Western Cape Alcohol Related Harms Reduction Policy Green Paper published on the 19th of September 2016.

4.4 Relevant court rulings

The Constitutional Court matter known as *Ex Parte the President of the Republic of South Africa in re: Constitutionality of the Liquor Bill*, heard as case CCT 12/99 by the Constitutional Court of South Africa on 31 August 1999 and decided on 11 November 1999 with the judgment delivered by Cameron AJ refers. The State President, at the time, took the unprecedented step to utilise section 79(4)(b) of the 1996 Constitution to refer a bill to the Constitutional Court to have the constitutionality thereof tested after the bill has been approved by the National Assembly. The State President stated his reasons to include that the bill clearly intends to deal with the registration for the manufacture, wholesale distribution and retail-sale of liquor and that according to his understanding it might be in conflict with the “liquor licencing” a provincial competency in terms of Part A of Schedule 5 of the Constitution, 1996.

The Constitutional Court found that if the exclusive provincial legislative competence regarding “liquor licences” in Schedule 5 applies to all liquor licences, the national government has made out a case in terms of Section 44(2) justifying its intervention in creating a national system of registration for manufacturers and wholesale distributors of liquor and in prohibiting cross-holdings between the three tiers in the liquor trade. No case has however been made out in regard to retail sales of liquor, whether by retailers or by manufacturers, nor for micro-manufacturers whose operations are essentially provincial. The Minister has to this extent failed to establish that Parliament had the competence to enact the Liquor Bill and it is therefore unconstitutional.

This finding is of utmost importance in establishing the legislative and functional powers and responsibilities of the national and the provincial governments regarding liquor licencing.

4.5 Planned policy initiatives

The Western Cape Liquor Authority is in the process of engaging on various policy initiatives. These policy initiatives include but will not be limited to:

- the alcohol harms reduction

5. Update of Situational analyses

5.1 Performance environment

The Western Cape Liquor Authority is mandated by the Western Cape Liquor Act (4 of 2008) to administer liquor regulation spanning over an area of 129 462 km² in the Western Province and serving a population numbering 5 823 000 (2011 census).

The Authority acknowledges the fact that the liquor industry is a complex and contentious environment. Due to this stated complexity and contentiousness it poses challenges for regulators of the liquor industry to find a balanced approach between maximizing the economic benefits and minimizing the negative social effects of the irresponsible trade in and consumption of liquor.

The liquor industry is an important economic driver and supplier of employment. The employment opportunities in the Western Cape provided by the wine and broader liquor industry are substantial. These opportunities are with manufacturing, controlling, bottling, storage, transportation, distribution, retail and management. In 2009 it was estimated that the entire liquor value chain (nationally) accounts for roughly 548 000 jobs, R41.8 billion in tax revenue and R94.2 billion (4.4%) of the country's GDP (Aruvian, 2011).

While the liquor industry is a major contributor to the regional economy, especially the retail, agricultural, hospitality, and tourism sector, much of this is offset by the toll of liquor abuse that continues to exist. South Africa has been ranked number three on the list of countries with the highest rate of alcohol abuse. The Western Cape leads South Africa as the province with the highest alcohol consumption in the country. Cape Town has been dubbed the “drinking capital” of the country, with a study by the Department of Health finding that more than 50 percent of those residing in the Western Cape consume alcohol, and that a third of this group abuse it.

Liquor is also seen as a potentially harmful substance and there exists a vast body of evidence that indicates the massive negative impact of liquor on the Western Cape population. In 2012 a research study conducted on the Western Cape school grades 8 to 12 showed that of learners who drank alcohol, almost reported initiation of alcohol use before the age of 13; at least 10% reported using alcohol on a weekly basis; and a small proportion reported being drunk on a daily (2%) or weekly (10%) basis. Foetal alcohol syndrome is further ravaging Western Cape farming communities with hundreds of children affected and research done in 2011 found a prevalence of foetal alcohol syndrome of between 61 and 94 per 1000 children in the Wellington area. Medical Research Council (MRC) calculations put the cost of liquor-related violence, drunk driving and other alcohol related injury and illness at around R6 billion per annum in the province (covering medical costs, emergency services, legal services, and infrastructure damage) (Parry, 2009).

The latest crime stats and research conducted shows that there is a clear link between crime and liquor abuse. According to statistics provided in the Western Cape Alcohol Related Harms Reduction Policy Green Paper it is estimated that there are approximately 3 483 illegal outlets in the Western Cape. Taking into consideration that according to the SAPS most crimes are liquor related, it is clear that the illegal liquor trade exacerbates this problem. A solution to the illegal liquor trade is not only vested in the Authority but will therefore require integrated interventions with other spheres of government. For instance, the appropriate zoning requirement that is currently a barrier for entry into the regulated sphere falls within the ambit of Local Government.

Challenges facing the Authority to effectively operate within this environment includes the limited financial and human resources that impact on the Authority delivering a service that satisfies the greater community. For example the establishment of much needed regional offices and the deployment of sufficient inspectors in the field is not possible yet. In an attempt to remedy this challenge the Authority, together with the assistance of their oversight Department, has embarked on a process of reviewing the current fee structure as a possible means of addressing some of the financial constraints as well as embarking on an organisational redesign process that will establish a well-designed structure tailored to effectively deliver on our mandate.

Being established as an independent schedule 3 public entity, which is an impartial and transparent enforcer, taking decisions in-line with its empowering legislation assists in mitigating two real threats, being political influence and industry capture. Our communications component has continuous communication with all our stakeholders who are affected by our decisions in our attempt at being as transparent as possible in our approaches and decisions.

Liquor Licencing Administration

The Liquor Licensing Administration (LLA) component is responsible for the processing of all liquor license applications (new applications, secondary applications as well as special event and temporary license applications) and the issuing of licenses (new, special event and temporary) and certificates (transfer and removal) in the Western Cape. This component is also responsible for the issuing of renewal certificates to all valid liquor license holders. A recent addition to the component is that of the customer contact center within the WCLA for the handling of all liquor related queries and walk in clients.

	2013/14	2014/15	2015/16
Number of applications received	3 308	3 621	3 950
Number of licences and certificates issued	1 602	1 807	1 691

Liquor Licencing Tribunal

Section 2 of the Western Cape Liquor Act, 4 of 2008, makes provision for the establishment of a Liquor Licencing Tribunal (LLT). The LLT must exercise its functions according to the provisions of the Act impartially and without fear, favour or prejudice. The Governing Board of the Authority maintains oversight over the administration of the LLT but may not revoke or alter any decision of the LLT taken in the exercise or performance of any of its powers or functions in terms of the Act.

Communication, Education and Stakeholder Relations

The WCLA will continue to engage with its stakeholders using different communication channels, and will also expand on these channels to include social media marketing. Social media marketing is all about connecting with your audience, Prana Business Consulting states that "With 24.9 million internet users in South Africa, it is the fourth fastest growing digital economy in the world with China, Malaysia and Thailand in front of them. Ninety-three percent of consumers buying decisions are influenced by social media." (Prana Business Consulting, 2016). Parana Business consulting further indicates that in South Africa a household has an average of 2.4 Cellular phones, which means that marketers can reach 97% of the household by using social media marketing (Prana Business Consulting, 2016).

Our two education officers also attended Foetal Alcohol Spectrum Disorder (FASD) Training and will engage with communities and schools by using industrial theatre and discussions to create awareness on the impact of the social harms of liquor abuse and irresponsible liquor

trading and consumption. We will also continue to engage with liquor license holders, communities, community police forums, new applicants, neighbourhood watches, consultants and the liquor industry regarding relevant liquor related topics and liquor legislation as well as providing training.

	2013/14	2014/15	2015/16
Number of awareness interventions conducted	103	127	169
Number of people reached through awareness interventions	4 331	6 042	6 859

Compliance and Enforcement

The Compliance and Enforcement component is the compliance monitoring and law enforcement arm of the Western Cape Liquor Authority. Inspectors are appointed in terms of section 73(4) the Western Cape Liquor Act 4 of 2008 ("the Act"), to monitor and enforce compliance with its provisions in respect of the retail selling and micro-manufacturing of liquor in the Western Cape Province. Inspectors are also designated as Peace Officers in terms of section 334 of the Criminal Procedure Act 51 of 1977, granting them additional powers to more effectively fulfill their law enforcement functions as prescribed by the Act.

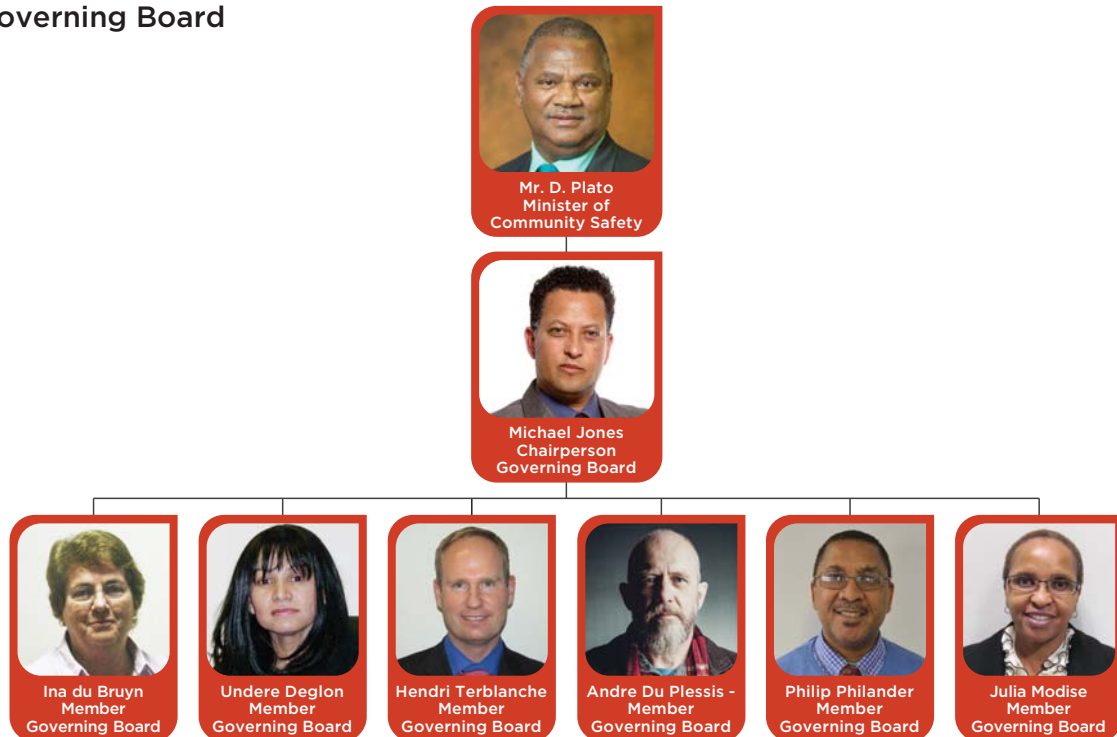
The liquor industry in the Western Cape poses many challenges which may impact on the performance environment of the compliance and enforcement component. Some of the key challenges include the sale and supply of liquor to minors, the illegal micro-manufacturing, selling and/or distribution of liquor to unlicensed premises, as well as crime and other nuisances occurring on or emanating from liquor premises. Furthermore, there is a high correlation between the many crimes and other alcohol related harms.

The inspectorate works very closely with SAPS and other law enforcement agencies to monitor and enforce compliance with the Act. In this regard targeted joint enforcement operations, in conjunction with SAPS and other law enforcement agencies, are conducted regularly in areas with a high prevalence of non-compliance and/or crime.

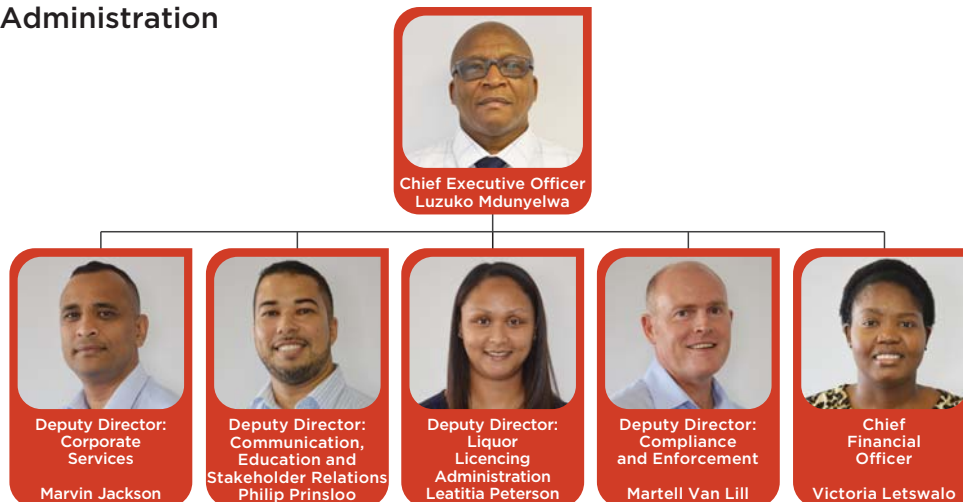
	2013/14	2014/15	2015/16
Number of routine inspections	3 820	4 163	4 330
Number of compliance notices issued	227	489	623

5.2 Organisational Environment

Governing Board



WCLA Administration



The Governing Board comprises of seven voting members who are appointed for a maximum term of four years as non-executives.

The organisation has 6 main programmes / components being:

- Liquor Licencing Administration
- Liquor Licencing Tribunal
- Communication, Education and Stakeholder Relations
- Compliance and Enforcement
- Finance
- Corporate Services

Currently the WCLA conducts its business at offices situated within the Bellville CBD. The Authority faces many challenges that impedes on the effective execution of its mandate in regulating the retail sale and micro-manufacturing of liquor in the Western Cape. The key challenge relates to budgetary constraints that limit the implementation of some of the planned programmes.

From the above it is clear that the Authority has to achieve much with the limited resources available to it. Steps have been taken to help address the challenges faced by the Authority. These steps include:

- The Governing Boards approval of an institutional structure based on the much needed organisational redesign process.
- The proposed establishment of district offices.
- Further enhancement of the Authority's IT Infrastructure to enable the support of planned initiatives.
- The review of the licencing fee structure.

Table 1 - Employment and vacancies by programme / component, 31 Dec 2016 (Full Time positions only)

Programme / Component	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Liquor Licencing Administration	15	15	-	-
Liquor Licencing Tribunal (consultants)	4	4	-	-
Communication, Education and Stakeholder Relations	4	4	-	-
Compliance and Enforcement	11	11	-	-
Office of the Chief Financial Officer	9	9	-	-
Corporate Services	11	11	-	-
Total	54	54	-	-

The **Liquor Licencing Administration** component administers all liquor license applications by means of standardized checklists and standard operating procedures. This ensures that all applications are processed efficiently and timeously. The streamlining of the various processes and the enhancements in the licencing system has resulted in the more efficient processing of applications and improved service delivery. Further steps to improve service delivery to applicants include the incorporation of the Customer Contact Center into the Liquor Licensing Administration component, thus ensuring that a central point of contact is created where all liquor license queries and complaints can be managed.

The **Liquor Licencing Tribunal** is required to take sound decisions in accordance with the requirements of the Act in a manner which will balance the interest of the industry and that of the general public. The Tribunal continuously communicates with external stakeholders to clarify which documents and information is required for different applications to facilitate faster turnaround times. Communication is in the format of updated checklists, practice notes and stakeholder meetings. The LLT also strives to stay abreast of new developments and trends in relevant legislation, policy development and the industry to ensure decisions taken and conditions issued are relevant to the current environment but still within the boundaries of relevant legislation.

The **Communication, Education and Stakeholder Relations** component has implemented stakeholder inclusive interventions with all relevant stakeholders. Regular communications on key decisions are communicated to the industry via circulars. Education sessions are conducted with all potential license holders, existing liquor license holders, police community forums and neighbourhood watches. Awareness campaigns in the form of industrial theatre (drama) are held with communities and schools to create awareness of the negative social ills of liquor abuse. New communication channels will be explored to enhance our reach and to create awareness of the services of the WCLA.

The **Compliance and Enforcement** component has put into operation an integrated enforcement strategy in conjunction with relevant enforcement agencies. This allows the component to conduct regular joint enforcement operations in targeted areas to address non-compliance issues. The inspectors of this component has also been designated as Peace Officers which infers on them the same powers and functions as the SAPS in terms of the Criminal Procedures Act, 51 of 1977 to enforce the provisions of the Act more effectively.

The **Finance** component is tasked with ensuring that the WCLA complies with the PFMA and Provincial and National Treasury Instructions and Regulations. To give effect to this task, it is imperative that the component implements and updates internal policies and procedures which are aligned to prescripts and legislation. Staff must keep up to date with changes and developments at both provincial and national level by attending workshops and training seminars, as well as conducting research. The section aims to provide the best financial support possible to the Authority by ensuring that financial resources are effectively and efficiently utilised and providing relevant information for decision making to management.

The **Corporate Services** component is responsible for providing effective and efficient HR, IT and auxiliary services to the Western Cape Liquor Authority. This component is considered to be the backbone of the Authority and although not in the forefront of achieving on the mandate of this organisation, plays a significant role in ensuring that the mandate is effectively and efficiently achieved on.

Table 2 – Employment and vacancies by salary bands, 31 Dec 2016

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Interns (6-12 months contract)	-	-	-	-
Lower skilled (Levels 1-2)	-	-	-	-
Skilled (Levels 3-5)	4	4	-	-
Highly skilled production (Levels 6-8)	26	26	-	-
Highly skilled supervision (Levels 9-12)	19	19	-	-
Senior management (Levels 13-16) (36 month contract)	1	1	-	-
Total	50	50	-	-

Overview of 2017/18 budget and MTEF estimates

Western Cape Liquor Authority Summary of financial position

R thousand	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
	Audited outcome	Actual outcome		Main appropriation	Adjusted appropriation	Revised estimate	Medium-term receipts estimate		
Revenue									
Tax revenue	-	-	-	-	-	-	-	-	-
Non-tax revenue	34 251	41 601	42 837	37 867	43 421	43 421	42 518	44 973	47 440
Sale of goods and services other than capital assets	1 015	1 295	1 224	938	1 038	1 038	2 804	2 971	3 143
Entity revenue other than sales	1 692	2 025	1 700	1 412	1 512	1 512	2 051	2 120	2 189
Transfers received	30 936	38 241	38 733	35 517	35 731	35 731	37 663	39 882	42 108
Sale of capital assets	-	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-	-
Other non-tax revenue	608	40	1 180	-	5 140	5 140	-	-	-
Total revenue	34 251	41 601	42 837	37 867	43 421	43 421	42 518	44 973	47 440
Expenses									
Current expense	29 055	29 719	33 596	35 958	38 468	38 468	40 772	43 375	45 791
Compensation of employees	16 339	16 152	17 513	21 286	21 068	21 068	26 018	28 231	30 354
Goods and services	12 716	13 567	16 083	14 672	17 400	17 400	14 754	15 144	15 437
Interest on rent and land	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	4 372	11 963	-	1 909	4 953	4 953	1 746	1 598	1 649
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total Expenses	33 427	41 682	33 596	37 867	43 421	43 421	42 518	44 973	47 440
Surplus/(Deficit)	824	(81)	9 241	-	-	-	-	-	-

5.3 Description of the strategic planning process

Senior Management developed the 2017/2018 Annual Performance Plan (APP) by:

- Revisiting the Strategic Goals set in the Strategic Plan.
- The framework that was used to assess the situational analysis was the SWOT analysis methodology.
- Analysing the Authority's external environment – performance environment.
- Analysing the Authority's internal strengths and weaknesses in terms of its resources and capabilities – organisational environment.
- Analysing the Authority's strategic options by matching its resources and capabilities with the performance environment.
- Developing annual objectives and short term strategies to achieve the goals.
- Identifying the 2017/2018 activities required to achieve the objectives.
- Identifying and evaluating the risks which could prevent the implementation of the activities and consequently the achievement of its objectives and goals.
- Allocating financial resources to mitigate the risks and for the performance of the activities by developing a budget.
- Presenting the developed APP to the Governing Board and DOCS for review and approval.

6. Strategic outcome oriented goals of the WCLA

Strategic Outcome Oriented Goal 1	Optimal regulation of the retail sale and micro-manufacturing of liquor in the Western Cape.
Goal statement 1	Promotion of an enabling environment that allows for the entry into the regulated liquor trading space, meanwhile ensuring that all liquor licence holders stringently comply with the Western Cape Liquor Act 4 of 2008 as amended.
Strategic Outcome Oriented Goal 2	Facilitating and participating in interventions that support a reduction in the social ills attributable to the consumption of liquor in the Western Cape.
Goal statement 2	Creating partnerships in order to educate and increase awareness surrounding the negative social impact of liquor as well as informing the community about their rights and responsibilities in terms of the Act.

PART B: Strategic objectives

PROGRAMME / COMPONENT

1. Liquor Licencing Administration
2. Liquor Licencing Tribunal
3. Communication, Education and Stakeholder Relations
4. Compliance and Enforcement
5. Finance
6. Corporate Services

7. Programme/Component 1: Liquor Licencing Administration

Programme / Component purpose

The purpose of the Liquor Licencing Administration component is to administer all liquor licence applications in the Western Cape for consideration by the Liquor Licencing Tribunal.

Programme / Component description

To provide an administrative support function to the Liquor Licencing Tribunal and to accept and process all liquor licence applications for consideration by the LLT.

7.1 Strategic Objectives

Strategic Objective 1.1	To administer all liquor licence applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
Objective statement	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, minor, special event and temporary liquor license applications and the issuing of liquor licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses).
Baseline	Number of applications lodged with the WCLA. (Processing an estimated 10 000 liquor license applications.)*

* These applications refer to new applications that will be processed over the 5 year strategic plan period.

7.2 Strategic Objective Annual Targets for 2017/18

Strategic objective performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
1.1 Number of applications processed*	0	0	2 968	2 250	2 500	2 550	2 600

* Processed applications refers to applications that have all the required documentation attached to it and are ready to be considered by the LLT.

7.3 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sector specific indicators								
1.1.1	Number of applications received	3 308	3 621	3 950	2 750	4 200	4 550	4 800
1.1.2	Number of licences issued	1 602	1 807	1 691	1 550	1 600	1 650	1 700

7.4 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Sector specific indicators								
1.1.1	Number of applications received*	3	Quarterly	4 200	900	1 200	1 200	900
1.1.2	Number of licences issued**	3	Quarterly	1 600	350	450	450	350

* Applications received refers to all types of applications received by the Authority.

** Licenses issued refers to all types of license applications considered and approved by the LLT.

7.5 Risk Management:

Risks inherent to the Liquor Licencing Administration that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
The application process not followed accurately and completely by applicants.	Checklists and standard operating procedures which outlines application requirements and processes. Customer support function to assist clients with application documents and processes.
Collusion between officials, applicants and licence holders.	Fraud training conducted by WCG. System updates to cater for increased security measures. Annually updated declaration of interest by administration staff members including well-defined delegations of authority.
The under achievement of planned targets.	The prioritisation of limited resources and strategic planning sessions with staff and management where targets are set.

7.6 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Liquor Licencing Administration	8 246	7 294	7 434	8 444	9 452	10 102	10 911
Total	8 246	7 294	7 434	8 444	9 452	10 102	10 911

Economic Classifications

Current payments							
Compensation of employees	5 389	4 912	4 888	5 315	6 366	6 933	7 447
Goods and services	2 857	2 382	2 546	3 129	3 086	3 169	3 464
Payments for capital assets	-	-	-	-	-	-	-
Total	8 246	7 294	7 434	8 444	9 452	10 102	10 911

7.7 Performance and expenditure trends

- The Licencing component continuously strives to achieve its goals, more so in respect of meeting the demands related to the annual renewals of all licensees. In terms of the previous performance trend these are completed timeously, irrespective of new or ad-hoc applications also received.
- The component's structure needs to be reviewed and restructured in order to achieve greater efficiency. The need to implement the proposals of the organisational redesign process will become one of the main focus points for the management of the Authority and as such will be placed high on the budgetary schedule.
- The lack of suitable training in order to keep staff abreast in their specific areas of responsibility remains a challenge. Liquor industry related training is hard to come by in South Africa and the component will continue to source same.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.

8. Programme/Component 2: Liquor Licencing Tribunal

Programme / Component Purpose

This component is tasked with the responsibility of adjudicating liquor licence applications.

Programme/Component Description

The Liquor Licencing Tribunal has been established to consider and make a final decision regarding:

- Any application for a licence referred to in section 33(1) of the Act;
- Any application for the transfer of a licence in terms of section 65(9) of the Act;
- Representations for or against the granting of applications;
- Any report lodged with it by a designated liquor officer, an inspector or a municipal official;
- Any complaint lodged with it regarding the conduct of a licenced business;
- Representations by a licensee or other interested person regarding the rescission of the suspension of a licence or the removal or amendment of any condition imposed upon a licence; or
- Any other matter referred to it by the Chief Executive Officer or which it may or must consider in terms of this Act.

The strategic objective indicator for this component has been revised to reflect the core business of the component. The previous strategic objective indicator, which only represented a part of the entire function of the Tribunal was therefore moved to be a performance indicator.

An application is regarded as considered once the Liquor Licencing Tribunal has provided an outcome. This outcome could be in the form of the following:

- Approved
- Conditionally approved
- Postponed
- Rejected

The applications referred to include:

- Section 36 applications;
- Secondary applications;
- Temporary applications; and
- Event applications

Liquor license applications considered could include applications received from prior reporting periods as well as applications received within the financial year under review.

8.1 Strategic Objectives

Strategic Objective 2.1	To perform the judicial function regarding any application in terms of the Act.
Objective statement	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended)
Baseline	Number of applications prepared by the LLA & considered by the LLT (Consider an estimated 12 000 liquor license applications.)*

* These applications refer to all applications that will be considered over the 5 year strategic plan period.

8.2 Strategic Objective Annual Targets for 2017/18

Strategic objective performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
2.1 Number of applications processed	0	0	0	0	4 975	5 150	5 325

8.3 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Provincial specific indicators								
2.1.1	Number of section 36 liquor license applications considered	0	0	937	780	1 200	1 250	1 300
2.1.2	Number of secondary liquor license applications considered	0	0	1 604	800	2 200	2 250	2 300
2.1.3	Number of event liquor license applications considered	0	0	1 189	900	1 250	1 300	1 350
2.1.4	Number of temporary liquor license applications considered	0	0	277	300	325	350	375
2.1.5	Number of non-compliant hearings concluded	0	0	23	20	21	22	23

8.4 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Provincial specific indicators								
2.1.1	Number of section 36 liquor license applications considered	3	Quarterly	1 200	330	300	230	340
2.1.2	Number of secondary liquor license applications considered	3	Quarterly	2 200	630	600	400	570
2.1.3	Number of event liquor license applications considered	3	Quarterly	1 250	260	240	415	335
2.1.4	Number of temporary liquor license applications considered	3	Quarterly	325	42	120	120	43
2.1.5	Number of non-compliant hearings concluded	3	Quarterly	21	-	-	-	21

8.5 Risk Management:

Risks inherent to the Liquor Licensing Tribunal that could have an effect on the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Not all applications considered by the LLT in a timely manner.	Legislative amendments to the Act in process to address the current capacity constraints of the LLT.
An application presented to the LLT contains incorrect information.	Regulation 9 puts onus on applicant to ensure correctness of information. DLO has to vouch certain information, as well as the municipalities.
LLT does not consider all pertinent information while making decisions.	An internal control sheet was created for the LLT to ensure that all required information is considered. The Tribunal consists of 6 members, each of whom studies the application before deliberations take place and a decision is made.

8.6 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Liquor Licensing Tribunal	1 768	2 030	2 340	2 352	2 557	2 658	2 523
Total	1 768	2 030	2 340	2 352	2 557	2 658	2 523

Economic Classifications

Current payments							
Compensation of employees	1 714	1 960	2 233	1 758	2 224	2 306	2 152
Goods and services	54	70	107	294	333	552	371
Payments for capital assets	-	-	-	300	-	-	-
Total	1 768	2 030	2 340	2 352	2 557	2 658	2 523

8.7 Performance and expenditure trends

- In addition to their functions as stipulated in section 20 of the Western Cape Liquor Act 4 of 2008, as amended they are also responsible for the consideration of the inherited secondary applications backlogs (old Act).
- The Liquor Licensing Tribunal consists of 8 members, including the positions of the Presiding Officer and Deputy Presiding Officer and substitute members.
- The Liquor Licensing Tribunal will continually seek to improve on its mandate.

9. Programme / Component 3: Communication, Education and Stakeholder Relations

Programme / Component purpose

The purpose of this component is to provide a communication, marketing, education and awareness service for and on behalf of the Western Cape Liquor Authority.

Programme / Component description

The Communication, Education and Stakeholder Relations component will inform the industry and stakeholders by active, efficient and effective communication. Actions will include, but are not limited to, an up to date website, workshops with industry specific stakeholders, information sessions with stakeholders, on-going interactive electronic communication with the major players in the industry and other specific interventions.

Although the strategic objective captured the mandate of this component the decision to separate the objectives was made to provide for the specific reporting on the Social and Education Fund and the communication and stakeholder relations function.

9.1 Strategic Objectives

Strategic Objective 3.1	To ensure a consistent application of the Social and Education Fund strategy as required by Section 31 of the Act.
Objective statement	To create awareness on the negative social consequences of liquor abuse, to educate persons engaged in the sale and supply of liquor and to educate the general public on responsible consumption of liquor.
Baseline	Annually updated Social and Education Fund strategy reflecting the different initiatives. (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.)*

* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

Strategic Objective 3.2	To increase awareness of the WCLA services through communication activities and education and awareness sessions which are aligned to the WCLA communication plan.
Objective statement	To ensure a consistent application of the communication plan and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor industry and the residents of the Western Cape.
Baseline	Annually updated communication plan reflecting the different communication activities planned. (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.)*

* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

9.2 Strategic Objective Annual Targets for 2017/18

Strategic objective performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
3.1 Percentage of the social and education fund budget spent or contractually committed annually**	0	98.65% (R531 721)*	99.89% (R749 859)*	85%	98%	98%	98%
3.2 Communication plan developed	0	0	0	0	1	1	1

** The numerator is equal to the actual budgeted line item spent or contractually committed at year end.

** The denominator is equal to the approved budget line item at the beginning of the financial year.

* The rand value shown indicates the actual amount spent at a particular year end.

9.3 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sector specific indicators								
3.1.1	Number of awareness interventions conducted	103	127	169	180	185	190	195
3.1.2	Number of persons reached through an awareness intervention	4 331	6 042	6 859	6 500	6 550	6 600	6 650
3.1.3	Number of social responsibility programmes conducted	0	2	1	1	1	1	1
Provincial specific indicators								
3.1.4	Entity website events calendar maintained	0	0	0	0	1	1	1
3.1.5	Number of internal newsletters published	0	0	0	0	4	4	4
3.1.6	Number of circulars circulated	0	0	0	0	12	12	12
3.1.7	Number of updates to the website	0	0	0	0	12	12	12

9.4 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Sector specific indicators								
3.1.1	Number of awareness interventions conducted	3	Quarterly	185	64	33	54	34
3.1.2	Number of persons reached through an awareness intervention	3	Quarterly	6 550	770	4 460	800	520
3.1.3	Number of social responsibility programmes conducted	3	Annually	1	-	-	-	1
Provincial specific indicators								
3.1.4	Entity website events calendar maintained	3	Annually	1	1	-	-	-
3.1.5	Number of internal newsletters published	3	Quarterly	4	1	1	1	1
3.1.6	Number of circulars circulated	3	Quarterly	12	3	3	3	3
3.1.7	Number of updates to the website	3	Quarterly	12	3	3	3	3

9.5 Risk Management:

Risks inherent to Communication, Education and Stakeholder Relations that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Inadequate coordination of internal and external communication activities.	Implement the communication plan and capture internal programmes and external interventions into an events calendar.
Untimely response to media queries result in a negative publicity for the WCLA.	All media queries are routed to the responsible head of communication to deal with. All major media houses also have his direct contact details including cellphone number, email address and office number. Alternative contact details of the ASD are also provided to journalists to assist in the absence of the DD.
Non co-operation of stakeholders (licensees, objectors, industry) due to wrong perception of the value added by the services rendered by the WCLA.	Targeted communication and marketing initiatives to stakeholders. Work with other relevant organisations, especially when engaging with communities e.g. Community Development Workers (CDW's), neighbourhood watches. Develop a stakeholder inclusive approach for interventions.
The under achievement of planned targets.	The prioritisation of limited resources.
Lack of communication due to insufficient human resource capacity to deliver on service demands.	Compiling of an events calendar and communication plan in order to anticipate demands on service.
The reputation of the WCLA can be at risk if incorrect information is released.	Media engagements are funnelled through one central, point to ensure consistency and quality control of responses.

9.6 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Communication, Education and Stakeholder Relations	2 441	3 456	3 387	3 690	3 148	3 346	3 542
Total	2 441	3 456	3 387	3 690	3 148	3 346	3 542

Economic Classifications

Current payments							
Compensation of employees	1 031	1 380	1 848	2 165	2 456	2 682	2 872
Goods and services	1 410	2 076	1 539	1 525	692	664	670
Payments for capital assets of which:							
Intangible assets	-	-	-	-	-	-	-
Total	2 441	3 456	3 387	3 690	3 148	3 346	3 542

9.7 Performance and expenditure trends

- The Communication, Education and Stakeholder Relations component has an approved complement of 4 employees.
- This component will inform the industry and stakeholders through communication and interventions as far as resources allow. Actions will include an up to date website, a customer contact centre, workshops with industry specific stakeholders, information sessions with stakeholders, on-going electronic communication with the major players in the industry and targeted specific interventions.
- The component's structure needs to be reviewed and restructured in order to achieve greater efficiency and effectiveness. The need to implement the proposals of the organisational redesign process will become one of the main focus points for the management of the Authority and as such will be placed high on the budgetary schedule.
- In order to ensure that the Authority stays abreast of all licencing related trends/expectations/best practices, the component has made provision for the attendance of industry related Conferences and/or Seminars, which may be National and/or International. An allocation for liaison meetings with stakeholders and industry role-players has also been made in the budget.
- The Communication, Education and Stakeholder Relations component will continually seek to improve on its mandate.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.

10. Programme/Component 4: Compliance and Enforcement

Programme / Component purpose

The purpose of this component is to monitor and enforce compliance with all applicable liquor legislation within the Western Cape.

Programme / Component description

The Compliance and Enforcement component will monitor and enforce compliance with the provisions of the Act and other applicable legislation by conducting pre-licensing inspections, routine compliance inspections, the investigation of complaints against non-compliant liquor licensed premises, appearance of non-compliant licensees before inspectors, the issuing of compliance notices, the issuing of written notices to appear in court (admission of guilt fines), integrated enforcement operations, and the prosecution of non-compliant license holders before the Tribunal and the referral of criminal matters to the criminal justice system.

We have increased the baseline of inspections (in terms of the Strategic Objective) to be conducted based on the trend of inspections of previous financial years and what is now possible to be completed by inspectors and carried that trend across the remainder of the 5 years of the strategic plan.

The strategic objective indicator has been revised to reflect the core business of the component. The previous strategic objective indicator, which only represented a part of the entire function of the Compliance and Enforcement component was therefore moved to be a performance indicator.

To monitor all types of enforcement interventions conducted. The enforcement interventions include:

- inspections conducted
- enforcement operations conducted (e.g. blitzes)

Furthermore, although the Western Cape currently has more than 8000 licensees, it should not be a requirement to inspect all these premises on an annual basis. Chasing a target such as this will lead to an increase in quantity rather than quality performances. Proper monitoring of premises is required in order to obtain evidence relating to specific contraventions.

Up to date only 19 matters have been referred to the LLT for hearings in terms of section 20 of the Act. It is for this reason that the number of section 73 reports submitted to the LLT will be included in this APP (and going forward) as a performance indicator. This will ensure an increase in the number of matters referred to the LLT. With the proposed settlement process also in place, this component further foresees that section 20 contemplated referrals will be finalised much quicker. An increase in the number of sanctions imposed will further act as a deterrent to many irresponsible traders.

10.1 Strategic Objectives

Strategic Objective 4.1	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
Objective statement	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions.
Baseline	In excess of 8000 liquor license holders in the Western Cape. (Ensuring that approximately 30 000 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders)

10.2 Strategic Objective Annual Targets for 2017/18

Strategic objective performance indicator	Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
4.1 Number of enforcement interventions conducted	0	0	0	0	2 575	2 630	2 685

10.3 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Sector specific indicators								
4.1.1	Number of inspections conducted	3 820	4 163	4 330	4 100	2 550	2 600	2 650
Provincial specific indicators								
4.1.2	Number of compliance notices issued	227	489	623	475	500	525	550
4.1.3	Number of enforcement operations conducted	0	0	0	20	25	30	35
4.1.4	Number of section 73 reports referred to the LLT in terms of section 20	0	0	0	0	100	100	100

10.4 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Sector specific indicators								
4.1.1	Number of inspections conducted	3	Quarterly	2 550	650	650	625	625
Provincial specific indicators								
4.1.2	Number of compliance notices issued	3	Quarterly	500	140	140	110	110
4.1.3	Number of enforcement operations conducted	3	Quarterly	25	5	8	7	5
4.1.4	Number of section 73 reports referred to the LLT in terms of section 20	3	Quarterly	100	30	30	20	20

10.5 Risk Management:

Risks inherent to Compliance and Enforcement that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Safety of inspectors.	Inspectors have been issued with protective equipment which mitigates the risk to an extent, but inspectors are still exposed to considerable danger in the execution of their duties. Integrated operations are conducted with law enforcement partners.
Violation of license conditions by license holders.	Regular inspections and enforcement operations to monitor and enforce compliance with the Act and license conditions.
License holders are not aware of their responsibilities in terms of the Act.	We continue to educate license holders during routine inspections. Communication, Education and Stakeholder Relations component is specifically tasked with training and educating all stakeholders. The Liquor Forums are attended.
Overlap of roles and responsibility of the SAPS and inspectors in enforcing the provisions of the Act.	Regular engagements with SAPS to clarify roles and responsibilities in respect of the enforcing of the Act.
Confusion of roles and responsibilities in enforcing Municipal by-laws at liquor outlets.	Regular engagement with municipalities on their roles and responsibilities in respect of enforcing Municipal by-laws at liquor outlets.

10.6 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Compliance and Enforcement	5 806	4 503	4 879	5 458	8 662	9 172	9 797
Total	5 806	4 503	4 879	5 458	8 662	9 172	9 797

Economic Classifications

Current payments							
Compensation of employees	3 168	3 314	3 914	5 188	7 981	8 673	9 284
Goods and services	2 638	1 189	965	197	327	249	263
Payments for capital assets	-	-	-	73	354	250	250
Total	5 806	4 503	4 879	5 458	8 662	9 172	9 797

10.7 Performance and expenditure trends

- The Compliance and Enforcement has an approved complement of 11 employees.
- The component's structure needs to be reviewed and restructured in order to achieve greater efficiency. The need to implement the proposals of the organisational redesign process will become one of the main focus points for the management of the Authority and as such will be placed high on the budgetary schedule.
- It is critical that the staff fully understand the latest developments in the liquor industry and the liquor regulation environment as well as the alcohol harms reduction strategy.
- Therefore on-going training and development which comprises both formal sessions as well as attendance at conferences, workshops and national forums, to equip the staff with the relevant competencies as well as being able to respond to license holders as well as the concerns of the public sector and public at large.
- The component will focus more on enforcing compliance with all applicable liquor legislation in targeted areas with a high prevalence of non-compliance and or crime.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.

11. Programme/Component 5: Finance

Programme / Component purpose

Provide and ensure quality financial and other operational support services to the Authority.

Programme / Component description

The Finance component provides strategic financial support to all components of the WCLA to ensure that the Authority achieves its objectives. This component strives to ensure compliance with all relevant rules and legislations that govern public sector financial management.

The Finance function was previously incorporated within the Corporate Services component. Since the creation of the Chief Financial Officer position the Finance function has been established as a separate component.

11.1 Strategic Objectives

Strategic Objective 5.1	To provide an effective, efficient, compliant and transparent financial management service to the Authority.
Objective statement	Deliver a fully effective supply chain management, fleet and asset management, financial and management accounting; and financial compliance service to the Authority to achieve good governance and clear and transparent reporting.
Baseline	Unqualified audit.

11.2 Strategic Objective Annual Targets for 2017/18

Strategic objective performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
5.1	Percentage of approved budget spent or contractually committed*	0	0	0	85%	98%	98%	98%

* The numerator is equal to the actual budget spent or contractually committed at year end.

* The denominator is equal to the approved budget at the beginning of the financial year.

11.3 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Provincial specific indicators								
5.1.1	Number of demand management reports submitted to Provincial Treasury	0	0	0	0	13	13	13
5.1.2	Number of asset counts conducted	0	0	0	0	2	2	2
5.1.3	Numbers of annual financial statements submitted	0	0	0	0	1	1	1
5.1.4	Number of In-year-monitoring reports submitted to Provincial Treasury	0	0	0	0	4	4	4
5.1.5	Number of updates on the risk register	0	0	0	0	4	4	4

11.4 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Provincial specific indicators								
5.1.1	Number of demand management reports submitted to Provincial Treasury	3	Quarterly	13	4	3	3	3
5.1.2	Number of asset counts conducted	3	Quarterly	2	-	1	-	1
5.1.3	Number of annual financial statements submitted	3	Annually	1	1	-	-	-
5.1.4	Number of In-year-monitoring reports submitted to Provincial Treasury	3	Quarterly	4	1	1	1	1
5.1.5	Number of updates on the risk register	3	Quarterly	4	1	1	1	1

11.5 Risk Management:

Risks inherent to the Office of the Chief Financial Officer that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Non-achievement of an unqualified report in terms of financial statements submitted by the Authority tabled by the due date.	Continuous review and updating of standard operating procedures associated with good practice guidelines and assistance with the preparation of comprehensive audit files, well in advance of the year-end. Internal Audit function to assist the authority become audit ready.
Lack of capacity to implement accounting reforms (GRAP Standards).	To continuously obtain clarification of the practical implication of current and new accounting standards. Continuous attendance of workshops and training seminars.
A budget that is unsustainable, operationally insufficient.	Structured assessments of the budget and in-year financial performance monitoring against a range of financial management and budget performance criteria, including appropriate feedback to the Governing Board and Provincial Treasury.
The non-efficient management of Supply Chain Management function in order to adhere to applicable legislation.	The continuous review and updating of the SCM policies and procedures. In general, external factors will also have to be guided by both the Provincial and National Treasury to ensure that the SCM unit receives guidance and support.
Ever-changing SCM practices and processes.	SCM to keep up to date with changes by National and Provincial Treasury. Alignment of internal policies and procedures to the set changes. Internal communication of changes internally to ensure compliance.

11.6 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Finance				10 766	10 121	10 622	11 330
Total	-	-	-	10 766	10 121	10 622	11 330

Economic Classifications

Current payments							
Compensation of employees				3 213	3 672	3 988	4 318
Goods and services				6 343	5 210	5 308	5 667
Payments for capital assets of which:							
Computer equipment				-	18	52	18
Office and other equipment				1 210	1 221	1 274	1 327
Intangible assets				-	-	-	-
Total	-	-	-	10 766	10 121	10 622	11 330

11.7 Performance and expenditure trends

- Critical to the performance of the Finance component is the requirements in terms of the PFMA, National Treasury and Provincial Treasury regulations.
- More and more emphasis is placed on compliance with these regulations and this in turn adds to the already onerous workload of the limited staff compliment in this component.
- The component's structure should be reviewed and restructured in order to achieve greater efficiency.
- The need for a skilled workforce is identified as a necessity and provision has been made in the budget to accommodate the expense of training and developing staff.
- The budget has been set to fund the activities required to achieve the Component's mandate and successfully perform the activities as set out in the Authority's APP.
- Management is cautiously optimistic that the long awaited organisational redesign process will address the inefficiencies in terms of capacity constraints.
- The need to implement the proposals of the organisational redesign process will become one of the main focus points for the management of the Authority and as such will be placed high on the budgetary schedule.

12. Programme/Component 6: Corporate Services

Programme / Component purpose

Provide strategic direction and ensure quality operational support services to the Governing Board and Authority.

Programme / Component description

The Corporate Services component provides strategic and administrative support to the components of the WCLA to monitor and report on the achievement of the Authority's performance targets.

12.1 Strategic Objectives

Strategic Objective 6.1	To provide a strategic support function to the Western Cape Liquor Authority.
Objective statement	To ensure an effective, efficient and compliant human resource management, performance monitoring and evaluation, information technology and auxiliary support service to the Authority.
Baseline	All funded positions on the approved organisational structure filled.

12.2 Annual Targets for 2017/18

Programme / Component performance indicator		Audited/Actual performance			Estimated performance 2016/17	Medium-term targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Provincial specific indicators								
6.1.1	Number of employee performance reviews facilitated	0	0	0	0	2	2	2
6.1.2	Number of employee wellness pro-grammes conducted	0	0	0	0	4	4	4
6.1.3	Number of staff satisfaction surveys conducted	0	0	0	0	2	2	2
6.1.4	Number of quarterly performance reports submitted	0	0	0	0	4	4	4
6.1.5	Number of meetings with IT service provider	0	0	0	0	12	12	12

12.3 Quarterly Targets for 2017/18

Programme / Component performance indicator		PSG no. linkage	Reporting period	Annual target 2017/18	Quarterly Targets			
					1st	2nd	3rd	4th
Provincial specific indicators								
6.1.1	Number of employee performance reviews facilitated	3	Bi-Annually	2	1	-	1	-
6.1.2	Number of employee wellness programmes conducted	3	Quarterly	4	1	1	1	1
6.1.3	Number of staff satisfaction surveys conducted	3	Bi-Annually	2	1	-	1	-
6.1.4	Number of quarterly performance reports submitted	3	Quarterly	4	1	1	1	1
6.1.5	Number of meetings with IT service provider	3	Quarterly	12	3	3	3	3

12.4 Risk Management:

Risks inherent to Corporate Services that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Personnel are not managed to realise their full potential during their employment. This includes non-performers not being appropriately dealt with.	Performance agreements are in place for all staff members to be evaluated at least twice annually. Bursary and training policy in place. Individual Development Plans implemented and discussed with staff members at performance evaluation sessions.
Non-compliance with employment equity targets.	An employment equity plan and an employment equity committee to ensure compliance with the employment equity targets.
Unauthorised access to key data.	All system applications are password protected. Different levels of access internally for all system applications. A formal user access control procedure is in place. The SCCM End Point protection (antivirus) has been installed and deployed to all user pc's.
Inappropriate service being received from key IT service providers.	Regular monthly meetings with service providers addressing any new needs. Business Agreements and SLA's in place to monitor service provider's performance.

12.5 Reconciling performance targets with the Budget and MTEF

Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2016/17	Medium-term expenditure estimate		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Corporate Services	6 113	17 910	20 566	10 905	7 081	7 453	8 037
Total	6 113	17 910	20 556	10 905	7 081	7 453	8 037

Economic Classifications

Current payments							
Compensation of employees	3 534	4 703	6 863	3 722	3 835	4 177	4 528
Goods and services	2 149	3 793	7 066	3 955	3 096	3 276	3 459
Payments for capital assets of which:							
Computer equipment	342	1 989	1 023	879	150	-	50
Office and other equipment	88	6 702	3 385	268	-	-	-
Intangible assets	-	723	2 229	2 081	-	-	-
Total	6 113	17 910	20 566	10 905	7 081	7 453	8 037

12.6 Performance and expenditure trends

- More and more emphasis is placed on compliance with these regulations and this in turn adds to the already onerous workload of the limited staff complement in this component.
- The need for a skilled workforce is identified as a necessity and provision has been made in the budget to accommodate the expense of training and developing staff.
- The budget has been set to fund the activities required to achieve the Component's mandate and successfully perform the activities as set out in the Authority's APP.
- Management is cautiously optimistic that the long awaited organisational redesign process will address the inefficiencies in terms of capacity constraints.
- The need to implement the proposals of the organisational redesign process will become one of the main focus points for the management of the Authority and as such will be placed high on the budgetary schedule.

PART C: Links to other plans

C

Links to the long-term infrastructure and other capital plans

This section is not applicable to the Western Cape Liquor Authority as its functional responsibilities do not relate to capital investment.

Conditional grants

This section is not applicable to the Western Cape Liquor Authority as its functional responsibilities do not relate to capital investment.

Public entities

Not Applicable

Public-private partnerships

The Authority has no private public partnerships.

PART D: Links to other plans

Annexure D: Changes to the Strategic Plan

Vision 2016/17

To be the leading liquor regulator in the world by endorsing compliance within the liquor industry and work towards the eradication of liquor's social ills to ensure responsible consumption and trade in liquor in the Western Cape.

Vision 2017/18

Effectively regulate liquor in the Western Cape.

Mission 2016/17

- Creating an enabling environment for the efficient and effective regulation of the liquor industry in the Western Cape to further a resilient, sustainable, quality and inclusive living environment.
- Facilitate the entry of new liquor licence holders in the Western Cape to reduce illegal liquor trading and to create opportunities for growth and jobs.
- Maintaining sustainable partnerships with all relevant stakeholders to assist in the fight against the irresponsible use of and trade in liquor whilst increasing community wellness, safety and tackling the negative social ills of liquor abuse in the Western Cape.

Mission 2017/18

- Creating an enabling environment for the optimal regulation of the liquor industry in the Western Cape.
- Maintaining sustainable partnerships with all relevant stakeholders to assist in the reduction of alcohol related harms.

Programme / Component Sequence as per 5 Year Strategic Plan 2015/20

1. Communication, Education and Stakeholder Relations
2. Compliance and Enforcement
3. Liquor Licencing Administration
4. Liquor Licencing Tribunal
5. Corporate Services

Programme / Component Sequence 2017/18

1. Liquor Licencing Administration
2. Liquor Licencing Tribunal
3. Communication, Education and Stakeholder Relations
4. Compliance and Enforcement
5. Finance
6. Corporate Services

Programme / Component 1: Liquor Licencing Administration

Strategic Objective 1.1 (2016/17)	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
Objective Statement	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, special event and temporary liquor license applications and the issuing of licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses). Processing an estimated 10 000 liquor license applications.
Baseline	Number of applications lodged with the WCLA.

Strategic Objective 1.1 (2017/18)	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
Objective Statement	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, special event and temporary liquor license applications and the issuing of licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses).
Baseline	Number of applications lodged with the WCLA. (Processing an estimated 10 000 liquor license applications.)

Programme / Component 2: Liquor Licencing Tribunal

Strategic Objective 2.1 (2016/17)	To perform the judicial function regarding any application in terms of the Act.
Objective Statement	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended). Consider an estimated 12 000 liquor license applications.*
Baseline	Number of applications prepared by the LLA & presented to the LLT.

Strategic Objective 2.1 (2017/18)	To perform the judicial function regarding any application in terms of the Act.
Objective Statement	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended).
Baseline	Number of applications prepared by the LLA & considered by the LLT. Consider an estimated 12 000 liquor license applications.*

Programme / Component description (2016/17): Communication, Education and Stakeholder Relations

The Communication, Education and Stakeholder Relations component will inform the industry and stakeholders by active, efficient and effective communication. Actions will include, but are not limited to, an up to date website, workshops with industry specific stakeholders, information sessions with stakeholders, on-going electronic communication with the major players in the industry and other specific interventions.

Programme / Component description (2017/18): Communication, Education and Stakeholder Relations

The Communication, Education and Stakeholder Relations component will inform the industry and stakeholders by active, efficient and effective communication. Actions will include, but are not limited to, an up to date website, workshops with industry specific stakeholders, information sessions with stakeholders, on-going interactive electronic communication with the major players in the industry and other specific interventions.

Although the strategic objective captured the mandate of this component the decision to separate the objectives was made to provide for the specific reporting on the Social and Education Fund and the communication and stakeholder relations function.

Programme / Component 3: Communication, Education and Stakeholder Relations

Strategic Objective 3.1 (2016/17)	To provide an external and internal communication service as well as to co-ordinate education and awareness services to the liquor industry and the residents of the Western Cape.
Objective Statement	To ensure a consistent application of the communication strategy and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor authority employees, liquor industry and the residents of the Western Cape. 600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*
Baseline	The Western Cape Liquor Act and regulations came into operation as of 1 April 2012. The processes and procedures are new to the license holders, consultants, SAPS and other industry players

Strategic Objective 3.1 (2017/18)	To ensure a consistent application of the Social and Education Fund strategy as required by Section 31 of the Act.
Objective Statement	To create awareness on the negative social consequences of liquor abuse, to educate persons engaged in the sale and supply of liquor and to educate the general public on responsible consumption of liquor.
Baseline	Annually updated Social and Education Fund strategy reflecting the different initiatives 600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*

* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

Strategic Objective 3.2 (2017/18)	To increase awareness of the WCLA services through communication activities and education and awareness sessions which are aligned to the WCLA communication plan.
Objective Statement	To ensure a consistent application of the communication plan and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor industry and the residents of the Western Cape.
Baseline	<p>Annually updated communication plan reflecting the different communication activities planned</p> <p>600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*</p>

* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

Compliance and Enforcement

Strategic Objective 4.1	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
Objective Statement (2016/17)	<p>To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions.</p> <p>Ensuring that approximately 16 250 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders.</p>
Baseline	In excess of 8000 liquor license holders in the Western Cape.

Strategic Objective 4.1	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
Objective Statement (2017/18)	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions.
Baseline	<p>In excess of 8000 liquor license holders in the Western Cape.</p> <p>Ensuring that approximately 30 000 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders.</p>

Programme / Component 5: Finance

Strategic Objective 5.1 (2016/17)	To provide an effective, efficient, compliant and transparent financial management, human resource management and auxiliary support service to the Authority.
Objective Statement	Deliver a fully effective accounting, supply chain management, human resource management and auxiliary support service to the Authority to achieve an unqualified audit.
Baseline	Unqualified Audit.

Strategic Objective 5.1 (2017/18)	To provide an effective, efficient, compliant and transparent financial management service to the Authority.
Objective Statement	Deliver a fully effective supply chain management, fleet and asset management, financial and management accounting; and financial compliance service to the Authority to achieve good governance and clear and transparent reporting.
Baseline	Unqualified audit.

Programme / Component 6: Corporate Services

Strategic Objective 6.1 (2016/17)	To provide an effective, efficient, compliant and transparent financial management, human resource management and auxiliary support service to the Authority.
Objective Statement	Deliver a fully effective accounting, supply chain management, human resource management and auxiliary support service to the Authority to achieve an unqualified audit.
Baseline	Unqualified Audit.

Strategic Objective 6.1 (2017/18)	To provide an effective, efficient and compliant human resource management, performance monitoring and evaluation, information technology and auxiliary support service to the Authority.
Objective Statement	Deliver a fully effective human resource management, performance monitoring, information technology and auxiliary support service to the Authority.
Baseline	The baseline is reflected in the individually listed indicators.

NOTES

NOTES

NOTES

To obtain additional copies of this document, please contact:

Western Cape Liquor Authority
3rd Floor | Sunbel Building | 3 Old Paarl Road | Bellville | 7530
Tel: 021 204 9700
email: marvin.jackson@wcla.gov.za

