



WESTERN CAPE
LIQUOR AUTHORITY

5 Year Strategic Plan 2020-25

Western Cape Liquor Authority

Strategic Plan
for 2020 – 2025

Western Cape Province

EXECUTIVE AUTHORITY STATEMENT

As the Minister of Community Safety and the Executive Authority, I am responsible for the Western Cape Liquor Authority (WCLA). Whilst I remain mindful of the valuable contributions made by the liquor industry to the economy of our country and of the Western Cape, efforts are still needed to reduce the harms associated with alcohol abuse, especially in poor communities.

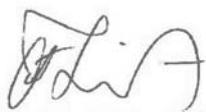
Various studies have confirmed that alcohol abuse remains a key driver of violent crime, particularly domestic violence, in the Western Cape. The negative impacts of alcohol are amplified by a weak regulatory environment. The Western Cape Government has thusly adopted the White Paper on Alcohol Harms Reduction. This year we will expedite the legislative reforms required to enhance the efficiency and financial viability of the WCLA.

Safe and Cohesive Communities is the top strategic priority of the Western Cape Government. To achieve this Vision Inspired Priority (VIP), we must ensure that the negative impacts of alcohol abuse are effectively addressed. Opportunities will be created for all role-players to contribute to and participate in this process.

Our efforts to achieve the optimal regulatory environment are based on the following key objectives:

- All liquor license applications are processed without undue delays and within the prescribed timeframes in a manner that is accessible to all;
- Increased community participation in the liquor license application process and in receiving and dealing with complaints;
- Achieving and maintaining full financial viability of the WCLA;
- Introducing a liquor license fee structure that is fair and market related; and
- Improved alignment of the WCLA with the WCG's VIPs.

Whilst these reforms are necessary, I wish to acknowledge the valuable contributions made by the WCLA and all its members of staff in achieving the above.



Albert Fritz

Executive Authority: The Western Cape Liquor Authority

ACCOUNTING AUTHORITY STATEMENT

The Western Cape Liquor Authority is mandated to regulate the retail sale and micro-manufacturing of liquor in the Western Cape. In terms of our mandate, the WCLA must ensure that the industry is optimally regulated with a focus on reducing alcohol related harms. The WCLA therefore must monitor and enforce compliance and create public awareness on the responsible sale and consumption of alcohol.

In 2017 the Western Cape Provincial Government adopted the Western Cape Alcohol Related Harms Reduction White Paper policy. This policy informs the Western Cape Liquor Authority's strategies over the next five (5) year planning period.

Priorities outlined in the Government's plan of action and the Premier's State of the Province Address identified Strategic Priority areas focusing on the people of the Western Cape with specific relevance to the specific role of the WCLA in creating safe and cohesive communities.

Over the next five years the WCLA will primarily focus on the importance of public interest when considering license applications and enforcing license conditions. In support of this objective the WCLA will embark on a strategy to increase community participation with the aim of qualitatively enhancing the articulation of public interest.

The WCLA will, therefore, build on the existing strengths and resources of the community, and facilitate partnership and capacity building throughout the process. Relevant interventions will be implemented to facilitate community participation while also highlighting to communities what type of information is required to cover public interest.

Within communities women, youth and children are most vulnerable and often the victims of violence. Under-age drinking and Fetal Alcohol Syndrome (FAS) are prevalent in communities impacting negatively on the community. The WCLA will create awareness with license holders by elevating the plight of women and youth in relation to the consumption of liquor in particular the abuse of alcohol and the harms attached thereto.

The WCLA will furthermore partner with key stakeholders such as the Dept. of Social Development and the Dept. of Education on initiatives that will focus on creating awareness and training interventions primarily focused on women and youth.

The relationship with other enforcement agencies will be strengthened by joint planning of operations, training and identification of enforcement challenges. Collaboration with other law enforcement agencies will demonstrate value in terms of general policing to reduce crime, much of which is alcohol related.

We will continue to work with the custodial department to improve efficiency and ensure that the cost of regulation is not an additional burden on the fiscus.



Thembalihle Sidaki

Accounting Authority: The Western Cape Liquor Authority

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 MEC Albert Fritz.
- Takes into account all the relevant policies, legislation and other mandates for which the Western Cape Liquor Authority is responsible.
- Accurately reflects the Impact, Outcome and Outputs which the Western Cape Liquor Authority will endeavor to achieve over the period 2020/21.

Adv Leatitia Petersen
Deputy Director
Liquor Licensing Administration

Signature:



Mr Johan Dreyer
Secretariat
Liquor Licensing Administration

Signature:



Mr Philip Prinsloo
Deputy Director
Communication, Education and Stakeholder Relations

Signature:



Adv Martell Van Lill
Deputy Director
Compliance and Enforcement

Signature:



Mr Marvin Jackson
Deputy Director
Corporate Services

Signature:



Mr Sandiso Gcwabe
Chief Financial Officer

Signature:



Mrs Leatitia Petersen
Acting Chief Executive Officer

Signature:



Adv Thembalihle Sidaki
Accounting Authority

Signature:



Approved by:
MEC Albert Fritz
Executive Authority

Signature:



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PART A: Our Mandate Overview

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1. Constitutional mandate

The Regulation of liquor licensing is a provincial competency in terms of 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.

2. Legislative and policy mandates

Western Cape Liquor Act, 4 of 2008 (as amended)

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

This Act provides for (i) the establishment of an independent authority and juristic person, known as the Western Cape Liquor Authority, (ii) a Governing Board for the Western Cape Liquor Authority to be appointed by the Minister, (iii) a Liquor Licensing Tribunal to be appointed by the Governing Board and which must perform the judicial function in respect of applications for liquor licenses and related matters, (iv) an Appeal Tribunal appointed by the Minister and (v) an administration with a Chief Executive Officer which reports to the Governing Board.

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.

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 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.

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; promotes economic development and efficiency in the workforce; and gives effect to the obligations of the Republic as a member of the International Labour Organisation.

Public Finance Management Act, 1999 (1 of 1999)

The Public Finance Management Act, 1999 (1 of 1999) regulates 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.

3. Institutional Policies and Strategies over the five year planning period

The Western Cape Liquor Act was finalized in 2008 and implemented in 2012. This Act was informed by the Western Cape Liquor Policy, 2005.

The 2005 policy had five objectives, namely:

- to legitimise unlicensed traders in the historically disadvantaged communities by freeing them from the barriers when applying for a liquor license and to create an environment that would encourage them to do so
- to consider and ease land use planning as determined by the municipal planning authorities
- to provide for the involvement of communities in the application process for licensing of outlets;
- to involve local authorities of 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.

In 2017 the Western Cape Provincial Government developed the Western Cape alcohol related harms reduction policy White Paper which was adopted by the Western Cape Cabinet and published in the Government Gazette dated 4 September 2017. This serves as the primary policy to inform the strategy of the WCLA over the next five (5) year planning period.

The purpose of the policy is to:

- provide interventions to contribute to the reduction of alcohol related harms in the Western Cape.
- provide for ancillary matters to increase the efficiency and effectiveness of supplementary supporting structures that are related to alcohol related harms reduction.

The 5 year strategic plan for the 2020 - 2025 period further took guidance from the Strategic Framework for the Provincial Strategic Plan, 2019-2024 (hereinafter referred as PSP 2019/24), with its vision of a "A safe Western Cape where everyone prospers" in particular Vision Inspired Priorities (VIP) 1, specifically the area of Alcohol-Related Harms Reduction.

The alignment of the Western Cape Liquor Authority in relation to National and Provincial mandates will be limited to giving effect within the current legislative mandate. The review and revision process of the legislative mandate of the WCLA is intended to bring closer alignment with the alcohol harms reduction focus.

PART B: Our Strategic Focus

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4. Vision

Recognised by the Public as leading the reduction of alcohol related harms through effective regulation of the retail sale and micro-manufacture of liquor in the Western Cape.

5. Mission

- Lead and promote the role of the public to reduce the impact of alcohol related harms.
- Effective and sustainable utilisation of resources to reduce the burden on the fiscus.
- In the public interest optimally regulate the liquor industry.

6. Values

In the execution of our mandate and functions, the WCLA places great reliance on the following values:

- **Accountability**
We take responsibility.
- **Caring**
To care for those we serve and with whom we work.
- **Competence**
The ability and capacity to do the job we were employed to do.
- **Integrity**
To be honest and do the right thing.
- **Innovation**
To be open to new ideas and develop creative solutions to problems in a resourceful way.
- **Responsiveness**
To serve the needs of the residents of the Western Cape and employees.

7. Update Situation Analysis

According to the World Health Organisation (WHO) *“alcohol is a psychoactive substance with toxic and dependence-producing properties. Although alcohol consumption varies considerably around the world, the health burden caused by alcohol is enormous. The harmful use of alcohol is among the leading risk factors for disease burden in populations worldwide.”*

The link between alcohol, crime and violence is particularly prominent. Alcohol is linked to 50% of murders in the province.^[1] It is attributable to 42.6% of intentional injuries nationally.^[2] Cheap products target people experiencing poor socio-economic conditions, and risky drinking patterns directly correlate with low-income patterns.^[3]

Amongst the Member States, which includes South Africa, consensus was reached for a Global strategy to reduce the harmful use of alcohol and its associated health and social burden as a public

1. Western Cape Government Department of Health (2018) Western Cape Injury Mortality profile for 2010 to 2016.
2. South Africa Medical Research Council
3. World Health Organisation. (2014) Global status report on alcohol and health

health priority. South Africa's alcohol consumption rate has climbed with the country now ranked as one of the top 20 biggest drinking nations according to a statistical update from WHO (tracking alcohol consumption across 194 countries). In South Africa, the tangible financial cost of harmful alcohol consumption amounts to approximately R37.9 billion annually, including the cost of health care, crime and social welfare, alcohol treatment and prevention, and road traffic accidents (White Paper pg.14).

In South Africa, the regulatory framework for alcohol finds its basis in the Constitution and includes laws across all three spheres of government. The current legal framework in respect of alcohol regulation in the Western Cape comprises legislation from the national, provincial and local spheres of government. At a national level, the Liquor Act, 2003 (Act 59 of 2003), governs macro-manufacturing by large-scale manufacturers and the distribution of liquor. Micro-manufacturing and retail sale are governed at a provincial level. Local government has the right to administer other matters that relate to the control of undertakings that sell liquor to the public.

The national government is currently undertaking a process to review and develop policies, legislation and regulations on alcohol, with a focus on tackling alcohol abuse and harms nationally.

National government recognizes that the current regulatory framework for alcohol in South Africa is complicated. Regulations are provided for across all three (3) spheres of government. Thus, the approach to retail regulation differs from province to province, complicating the regulation of liquor.

Overlap in legislation creates complexity and confusion in administering and enforcing legislation. No one approach or intervention can effectively reduce alcohol related harms in South Africa. A range of interventions at multiple levels is required for any major impact to be made.

In 2015, the Western Cape Provincial Cabinet directed that an alcohol related harms reduction policy be developed to guide the Western Cape Government's approach to alcohol generally, and the regulation in particular. On 11 September 2017, a White Paper on Alcohol Harms Reduction was adopted by the Western Cape Provincial Cabinet which was published in the Provincial Government Gazette Extraordinary, number 7824.

The White Paper outlined concerns that the current legislative framework largely regulates the activities of licensing and enforcement of the production, distribution and sale of alcohol, with inadequate consideration of the impact of alcohol related harms on society. It also does not address the consequences of these harms, hence the development of the alcohol harms reduction policy. As a result, the current legislation is being revisited to provide for an enabling legislative environment to reduce alcohol related harms in the Western Cape.

The Western Cape Liquor Authority is mandated by the current Western Cape Liquor Act, 4 of 2008 (as amended) to administer liquor regulation in an area spanning over 129 462 km² in the Western Cape and serving a population numbering 6 510 300 (Statistics South Africa Mid-year population estimates, 2017). The Western Cape Liquor Authority regulates the retail sale and micro-manufacturing in the Western Cape. This requires the WCLA to continuously assess the "environment" of liquor production, distribution and consumption as well as its own capacity to deliver given resource constraints. The WCLA acknowledges that although legislation needs to be revisited to provide for more targeted interventions to address alcohol harms reduction, the current legislation (considering license applications and thorough enforcement) does provide

provide for public interest matters to be considered through which alcohol harms can begin to be addressed. This new five year strategic plan, for that reason, is based on an alcohol harms reduction approach providing for specific activities in line with the new policy approach.

Accordingly, over the next five years, the WCLA will primarily focus on public interest when considering matters and enforcement. In support of this objective, the WCLA will embark on a strategy to enhance community participation in order to qualitatively enhance the articulation of public interest. The situational analysis as presented was facilitated using the SWOT analysis method.

Organisational environment

The Governing Board is the Accounting Authority and is responsible for providing strategic direction and management of the WCLA. Members of the Governing Board are independent non-executives appointed by the relevant Minister upon recommendations from the standing committee on the suitability of each candidate.

The Chief Executive Officer (CEO) is the executive head official of the Administration and is responsible for the implementation of its strategic direction provided by the Board and day to day operations of the WCLA. The CEO is delegated by the Governing Board to ensure compliance with governance principles and financial reporting standards including all related laws and regulations.

Currently the WCLA conducts its business out of offices situated in Bellville. The administration has 6 main components, namely:

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

There are currently 50 permanent positions within the organisational structure of the WCLA.

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WCLA: Executive Authority



Albert Fritz
Minister of
Community Safety

WCLA: Governing Board



Thembalihle Sidaki
Chairperson
Governing Board



Ronald Kingwill
Deputy Chairperson
Governing Board



Undere Deglon
Member
Governing Board



Lizanne Venter
Member
Governing Board



Jacobus Louw
Member
Governing Board



Lukas Muntingh
Member
Governing Board



Laurine Platzky
Member
Governing Board

WCLA: Senior Management



Chief Executive Officer:
Vacant



Chief
Financial
Officer

Sandiso Gcwabe



Deputy Director:
Corporate
Services

Marvin Jackson



Deputy Director:
Communication,
Education and
Stakeholder Relations

Philip Prinsloo



Deputy Director:
Liquor
Licensing
Administration

Leatitia Peterson



Deputy Director:
Compliance
and Enforcement

Martell Van Lill



Secretariat:
Liquor Licensing
Tribunal

Johan Dreyer

Liquor Licensing Administration

The Liquor Licensing Administration plays a pivotal role in the fulfilment of the mandate of the Western Cape Liquor Authority, since the operational functioning of the organization centres mainly around the administering of applications and issuing of licenses. The component is responsible for the processing of all liquor license applications, the issuing of licenses, certificates and notices of granting, the renewal of all valid liquor licenses as well as providing a Reception function to the WCLA and a support function to the Liquor Licensing Tribunal. It is the intention of this Component, within the five year period, to explore the possibility of increased access to the processes of the WCLA by exploring scheduled regional deployment and technological enhancements. This development is to be approached on a project basis.

The application administration division receives and processes all liquor license applications in line with the legislative prescripts as outlined in the enabling legislation of the WCLA. The Western Cape Liquor Act is currently under review and it is envisaged that the requirement for the publication of notices in the Provincial Gazette and community newspapers will be reviewed to improve the efficiency and effectiveness of this Component. Standard operating procedures have been drafted for this section in order to ensure alignment and compliance, and process checklists also serve to aid in this task. This section keeps abreast of all changes in legislation in order to ensure efficient processing of applications and in order to keep stakeholders abreast of such changes.

The license issuing division gives effect to Tribunal decisions by the issuing of licenses and certificates which allows for applicants to commence trading in liquor. Notices for payment for the issuing of certificates and licenses are also administered, ensuring that revenue is collected within the prescribed legislative timeframes. This section also issues license conditions as approved by the Tribunal. The focus of this section over the next five year strategic period will be on further enhancements to the License Management and Tracking System (LMaTS) in order to align the internal business processes to legislation in a modernized manner.

The Liquor Licensing Tribunal support division provides an administrative and logistical support function to the Tribunal. This section also serves as the conduit between the Application Administration section and the Liquor Licensing Tribunal by ensuring that applications which are ready for enrolment are adequately placed on a case roll.

The Reception plays an important role in the representation of the organization. Reception is responsible for maintaining complete knowledge of the organizational structure; providing solutions and support to the general public using in-depth knowledge of the organization's services; welcoming and directing visitors upon arrival at the WCLA; receiving and re-directing telephonic enquires and dealing effectively with stakeholders and all incoming correspondence. Furthermore, Reception also serves as an information portal in respect of the liquor license application processes by providing accessibility to the application forms and also administers all card payments via the WCLA electronic pay-point system. This unit is also responsible for the receipt and electronic capturing of all newly lodged liquor license applications and the assigning of reference numbers. Other general responsibilities include filing, making copies, setting up of meetings and minute-taking where necessary.

Liquor Licensing Tribunal

The Tribunal acknowledges its role in the execution of the Western Cape Provincial Government's legislative mandate. Any new policy directives by Provincial Government are therefore taken into account when considering applications. It is clear from the Alcohol Related Harms Reduction Policy White Paper that a greater strategic emphasis is required to be taken into consideration with respect to alcohol harms when contemplating liquor license applications.

When considering public interest in terms of the Act, with specific reference to the Alcohol Harms Reduction Policy, the Tribunal is largely dependent on relevant and credible information submitted timeously in the application before it. This can be challenging in communities not used to voicing their concerns or lodging official complaints.

Relevant information considered by the Tribunal relates to socio-economic factors, crime statistics as well as information pertaining to community issues. Public participation and accurate/updated information provided by communities and SAPS are therefore of crucial importance when considering applications for new licenses and enforcement matters.

During the last five (5) years there has been a year on year increase in the number of applications submitted at the WCLA, which consequently created a backlog of applications for consideration. In response thereto, additional capacity within the Tribunal was created through the 2015 amendments to the Act, which came into effect in 2017, which assisted in working down the backlog considerably.

Going forward this additional capacity will assist in reducing the lead times in the consideration of applications. It is in the public interest that license applications be considered timeously and within the prescribed timeframes. For that reason, one of the main focus areas of the Liquor Licensing Tribunal will be to reduce the lead times in terms of the consideration of license applications. The procedures of the Tribunal during sittings will also be reviewed to provide for a more cost effective and efficient consideration of applications.

Emphasis will furthermore be placed on the optimization of processes and procedures followed when considering enforcement matters. The aforementioned envisaged amendments to the Act would also consider the extension of the powers of the section 24 Committees to include relevant enforcement powers (i.e. sanctions, suspensions, revocations), which will allow for the creation of a dedicated enforcement committee where enforcement matters will be heard.

The focus of the Liquor Licensing Tribunal is therefore aligned under three key areas and outcomes which forms the framework and basis of the approach of the Liquor Licensing Tribunal to ensure compliance with the Act and implementing policy directions of government.

1. Finalisation of applications within legislative time frames.

The Tribunal will follow a risk based approach to the consideration of applications and enforcement matters. All applications need to be considered within the legislative time frames; in an effort to improve efficiency the consideration of applications will be considered based on risk and impact on the public interest. Low risk applications such as the appointment of managers require less intensive scrutiny and can therefore be considered in the shortest possible time. This will allow for more time to be allocated to substantive applications ensuring that all applications are finalized within the prescribed timeframes.

2. Enforcement matters

The Tribunal has a legislative mandate to enforce the provisions of the Act in instances of non-compliance. Non-compliance with the Act impacts negatively on the public interest and amplifies alcohol related harms. Enforcement matters will therefore need to be considered timeously and thoroughly to ensure compliance and minimum impact on the public and communities. Enforcement matters with a high impact on public interest will therefore be dealt with decisively using a zero tolerance approach in respect of the following transgressions:

- Contravention of the license conditions;
- Sale/supply of liquor to minors and allowing minors to enter a restricted area;
- Supply of liquor to an employee instead of wages;
- Allowing the sale/supply/storing of drugs on licensed premises;
- Selling liquor in contravention of license type; and
- Distribution/delivery/storing of liquor involving unlicensed liquor premises
- Targeting the sale of liquor to unlicensed outlets

3. Public Interest

Public interest is a key consideration in the granting of a license. Application types will be identified in terms of complexity and impact on the public interest, in particular considering the alcohol harms reduction objectives. Application types with a higher risk and impact on the public interest will be prioritized.

Communication, Education and Stakeholder Relations

This component will align its communication, education and stakeholder relations initiatives to contribute to achieving the WCLA's strategic objectives. With a focus on Alcohol Harms Reduction within the regulatory environment, this component aims to build on the existing strengths and resources of the community, and facilitates partnership and capacity building throughout the process. The component will therefore, amongst others, focus on:

1. Community Participation

In order for communities to provide credible information upon which to base a balanced and informed view towards public interest relevant interventions will be implemented to facilitate community participation while also highlighting to communities what type of information is required to cover public interest. A template will be developed that can be used to provide guidance when making comments on liquor license applications. Different communication channels such as brochures, info graphics, social media, website, press and radio, as well as contact sessions will be used. All applications will also be made available on a monthly basis for communities to view via different channels. Through Community Policing Fora, Neighbourhood Watches and Local Drug Action Committees, communities will be informed on how they can object to license applications and report non-compliant liquor license holders. Research will be undertaken to ensure evidence-based decision making and dissemination of information to the public.

2. Municipalities

Municipalities are important stakeholders during the application process and will therefore be engaged to improve the quality of municipal reports. The requirements of the Liquor Licensing Tribunal to support the Alcohol Harms Reduction approach will be communicated. Local government will also be engaged to share information relevant to the public via their

communication channels. All new applications will be shared with the municipalities to ensure their careful consideration of public interest. Municipalities will also be encouraged to implement their own initiatives to create awareness of all new applications and ways to reduce alcohol related harms in their municipal areas.

Further efforts will be made to access and align with institutional mechanisms as provided for in the Municipal Systems Act, 32 of 2000 in particular to ensure the reduction of harms through their Integrated Development Plans (IDPs).

We will engage with the other spheres of government and role-players to facilitate the entrance of unlicensed premises into the regulated space. In areas where, due to zoning issues, no licenses were issued but unlicensed outlets exist, mechanisms and criteria should be created to relax zoning requirements for compliant outlets. The WCLA will continue the conversation with Municipalities throughout the Province to ensure a sensitive approach to enabling more unlicensed outlets to be regulated.

3. Strategic partnerships

In order to achieve planned initiatives and extend the WCLA's reach, the WCLA will create strategic partnerships with Community Policing Forums, Neighbourhood watches, Local Drug Action Committees, South African Police Services, local councilors, and other identified organisations.

4. Liquor License Holders and Staff training

In order to create informed and compliant license holders we will, in partnership with SAPS, roll out education and awareness sessions to all license holders and staff working at liquor license premises. All prospective license holders and appointed managers will be required to attend training before liquor licenses are issued.

5. Woman, Youth and Children

Within communities women, youth and children are most vulnerable and often the victims of violence. Under-age drinking and Fetal Alcohol Syndrome (FAS) are prevalent in communities, impacting negatively on the community. The WCLA as the regulator recognizes the importance of its role in addressing the impact of harms associated with alcohol.

To this end the WCLA will partner with key stakeholders such as the Dept. of Social Development and the Dept. of Education. The initiatives will focus on curriculum development to create awareness and training interventions for social workers for them to understand the liquor license application process and lodging of objections and complaints.

6. Data and information

In order to inform the Liquor Licensing Tribunal decision making when considering a liquor license, we will explore obtaining relevant available data from other institutions. These will include data on:

- SAPS murder statistics
- Alcohol related crime and trauma by policing area
- Alcohol related deaths
- Traffic accident statistics
- Driving under the influence (DUI's) statistics
- Density, location and area (number of licensed and unlicensed outlets by area)

We will interrogate our business processes in order to develop a database to enhance knowledge and record systems to inform management and tribunal decision making.

The WCLA is further mandated to conduct studies and investigations into—

- the retail liquor trade and micro-manufacturing of liquor throughout the Province and elsewhere in order to ascertain whether there are any deficiencies in its enabling Act and to discover any abuses or violations of the procedures contained in the Act; and
- reducing the socio-economic and other costs associated with the abuse of liquor.

The WCLA will explore ways in which to execute this current mandate. Developing capacity, commissioning studies and conducting investigations or procuring service providers to do so will be undertaken. In addition, exploring partnerships and alignment with other research institutions in the socio-economic sphere will be explored.

Compliance and Enforcement

The Compliance and Enforcement component monitors and enforces compliance with the provisions of the Act and other applicable legislation by:

- conducting pre-licensing inspections and submission of reports in respect of new, secondary and minor applications,
- routine compliance inspections,
- the investigation of complaints against non-compliant liquor licensed premises,
- the issuing of compliance notices,
- integrated enforcement operations,
- the prosecution of non-compliant license holders before the Tribunal and the referral of criminal matters to the criminal justice system, and
- the issuing of administrative notices to unlicensed outlets.

In terms of the Western Cape Liquor Act, the Liquor Licensing Tribunal has the powers to impose sanctions upon license holders who contravene any provision of the Act. These sanctions include the determination of fines, which should be considered as a strength compared to other provinces. With the focus on harms reduction, a settlement process has been introduced since 2017 which allows the rapid finalization of non-compliance matters by the Liquor Licensing Tribunal.

Due to the change in focus towards curbing irresponsible trading and the impact the Western Cape Liquor Authority has made in terms thereof, it is expected that compliance levels will increase to such an extent that the number of non-compliance reports will decrease over time. Proper enforcement is, however, directly linked to the rapid finalization of non-compliance matters which are referred to the Liquor Licensing Tribunal.

The capacity of the Inspectorate is still very limited and it's believed that the component will be more effective with the appointment of additional inspectors. The establishment of field or branch offices in terms of s9(p) of the Act would further expand a compliance footprint in the Province. Currently the WCLA has eight (8) permanent inspectors required to cover the 129 462km² of the Province. There are in excess of 8500 licenses of which the furthest points are, Plettenberg Bay (520km from Cape Town), Beaufort West (460km from Cape Town), Van Rhynsdorp (303km from Cape Town). The 2017 White Paper recommends that enforcement units should be capacitated and strengthened through increased resources. The budget for this is to be motivated by increased revenue subsequent to an appropriate structural configuration.

The White Paper furthermore requires a consolidation, alignment and integration of all law enforcement agencies' capacity, focusing on the enforcement of laws pertaining to alcohol. The expectation is further for the WCLA to play a leadership role in this regard. Whilst the current legislation does not mandate such an approach, the relationship with other enforcement agencies will be strengthened by joint planning of operations, training and identification of enforcement challenges. Collaboration with other law enforcement agencies will demonstrate value in terms of general policing to reduce crime, much of which is alcohol related.

As part of the harms reduction efforts as contemplated in the White Paper, operations will be more focused towards proper control at licensed outlets and compliance with the Act in terms of under-age drinking and allowing minors access to restricted areas.

In light of the above, the WCLA will revisit its organisational structure in as far as it relates to the execution of its compliance and enforcement function. The automation of inspections through the use of electronic devices will, in future, enhance compliance and inspection capacity. Currently the capacity at an operational level is a concern and the development of an appropriate and responsive structure will be prioritised.

As part of the review of the current Western Cape Liquor Act, it is proposed that provisions be included to empower inspectors and other law enforcement officials to enforce compliance with legislation pertaining to alcohol.

Finance

The WCLA's strategic plan and the outcome oriented goals provide a roadmap for what the organisation seeks to achieve, based on determined outcomes and outputs. The Finance Component will deliver cost-effective and timely support in a manner that ensures the self-sustainability of the WCLA. Self-sustainability will be achieved by improving the ability of the WCLA to mobilise resources as own revenue and on behalf of the Provincial Revenue Fund. The main objective is to ensure the WCLA collects and pays over more resources to the Provincial Revenue Fund than it receives in allocations from the fiscus. This will be achieved by ensuring that the fees charged by the WCLA are cost reflective through progressive annual fee increases over the strategic framework. The WCLA will also work towards the implementation of a differentiated pricing model, through further legislative amendments that will introduce differentiated categories of licenses. It is envisaged that these further legislative amendments are unlikely to come into effect within the strategic framework. The differentiated pricing model, once implemented, will provide some relief to smaller players while ensuring that the liquor industry sustainably contributes towards the costs of regulating the industry and the reduction of alcohol related harms.

We will continue to work with the custodial department to improve efficiency and ensure that the cost of regulation is not an additional burden on the fiscus.

The Finance Component aims to enhance financial performance. The Finance Component is structured to perform the following seven (7) key functions:

1	Component support	To facilitate the efficient and effective administration and management of the component
2	Accounting Services	To ensure the effective implementation of accounting practices in line with Generally Recognized Accounting Practice and prepare financial statements that reflect the financial position of the WCLA
3	Revenue Management	To optimize the collecting of revenue relating to liquor licenses according to the Western Cape Liquor Act 4 of 2008, as amended
4	Supply Chain Management	To ensure an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective
5	Risk Management	To ensure effective risk management through establishing a risk management capacity and financial governance system to prevent irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct and expenditure not complying with the operational policies of the Entity.
6	Internal Audit	To ensure a system of internal audit is operating in accordance with regulations and instructions prescribed for in terms of section 76 and 77 of the PFMA
7	Budget Management	To ensure sound budget management within the WCLA

Corporate Services

The Corporate Services Component is committed to developing and providing innovative services that support and align with the WCLA's and individual components' goals. The demand for strategic, consultative and collaborative services continue to grow. This five (5) year strategic plan, a broad set of organizational challenges must be addressed that have leadership, managerial, workforce and technological implications for our organization. How we respond to these challenges will impact our ability to expand organizational capacity to deliver on the vision, increase individual potential and position the WCLA as an employer of choice.

Our focus over the next 5 financial years will be to continue to modernize to enable the delivery of services - focusing our efforts on opportunities to streamline systems, adopting new technologies and business models, and aligning services and processes to regulate liquor and reduce harms related to it. Our goal is to enable the delivery of services and improve the capacity of the organization while developing efficient ways to serve our partner components.

The Component provides expertise in the fields of human resources, records management, strategy and performance management and corporate culture. As stewards for the organization, we promote and support innovative business models and services, fulfilling an oversight role through designated officials, supporting sound decision making and internal policy development.

Human Resources provides comprehensive strategies, programs, services and consultation to meet the needs of and support the WCLA's exceptional people resources. HR supports over 50

50 employees, and provides oversight of the collective agreements and relationships with union organizations representing WCLA staff.

Records Management provides a long-term and organisation-wide approach to managing the organization's information and records assets. It guides the management of information and records across all operational environments of our organisation.

Strategic and Performance Management aims to provide the means through which better results can be obtained from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals, standards, and mandatory requirements.

Description of the strategic planning process

Strategic planning is an on-going process, and the development thereof will continue over the next five years realizing even further enhancement and will be based on the measurement of performance at quarterly and annual intervals. Each performance indicator has to be substantiated for feedback and approval by the Accounting Authority and the responsible Minister. In turn, this information will be subjected to both internal and external audits.

The 2020-2025 Strategic Plan (SP) and Annual Performance Plan (APP) compiled by the Western Cape Liquor Authority is in line with National Treasury's latest prescripts applicable to provincial departments and entities for the new five-year planning period.

PART C: Strategic Objectives

C

8. Institutional Performance Information

8.1 Measuring the impact

Impact Statement

Optimal regulation of the retail sale and micro-manufacturing of liquor in the context of reducing the impact of alcohol related harms.

8.2 Measuring Outcomes

MTSF Priority	Priority 6: Safe and Cohesive Communities		
Outcome	Outcome Indicator	Baseline	Five year target
1. Applications processed by the Liquor Licensing Administration within prescribed timeframes	1. Percentage of permanent and secondary applications processed by the Liquor Licensing Administration within prescribed timeframes	New	100% of permanent and secondary applications processed by the Liquor Licensing Administration within prescribed timeframes
2. Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	2. Percentage of permanent and secondary applications considered and enforcement matters finalised by the Liquor Licensing Tribunal within prescribed timeframes	New	100% of permanent and secondary applications and enforcement matters considered by the Liquor Licensing Tribunal within the prescribed timeframes
3. Community participation in the application and complaints processes	3. Increased community participation during the application and complaints processes	New	Year on year increase in community participation in the application and complaints processes
4. Compliance with the Act and license conditions by license holders	4. Percentage of compliance with the Act and license conditions by license holders	New 1st year a baseline will be determined	Year-on-year increase in compliance levels
5. Compliance with the Act and license conditions by license holders	5. Percentage of compliance with the Act in terms of "underage drinking/access to restricted areas by minors"	New 1st year a baseline will be determined	Year on year increase in compliance levels in terms of "underage drinking/access to restricted areas by minors"
6. Compliance with relevant legislation and National and Provincial Treasury Instructions	6. Compliance with relevant legislation and National and Provincial Treasury Instructions	New	Audit opinion from Auditor-General of South Africa
7. Alignment with the provincial government's strategic priorities, within a prescribed strategic framework	7. Compliance with legislated performance monitoring and reporting frameworks and processes	New	Publication of an audited Annual Report

8.3 Explanation of Planned Performance over the Five Year Planning Period

The development of "Safe and Cohesive Communities" is identified as one of the priorities in the National Development Plan as well as one of the Provincial Governments strategic priorities. Aligned to this the WCLA is geared towards the reduction of alcohol harms through the issuing of

issuing of licenses and enforcement of license conditions. One of the vehicles the WCLA will utilise to achieve the above is the mobilisation of increased community participation to adequately represent public interest.

The expeditious processing and finalisation of all matters referred to the Liquor Licensing Tribunal will support harms reduction especially non-compliance cases where a zero tolerance approach will be adopted to ensure increased compliance levels. Further, it will also improve the credibility of the WCLA within communities and the relevant stakeholders.

The strategic focus over the five-year planning period is reflected and is aligned to the Provincial Strategic Priority VIP 1 “Safe and Cohesive Communities” specifically the area of Alcohol Related Harms Reduction.

9. Key Risks

Outcome	Key Risk	Risk Mitigation
Applications processed by the Liquor Licensing Administration within prescribed timeframes	Applications submitted substantially non-compliant with the requirements of the Act	Checklist and procedures provided to potential applicants and available on the WCLA website
Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	Incomplete and lack of sufficient information provided in the application process Capacity constraints regarding the consideration of enforcement matters	Increased level of community participation in the applications and enforcement processes Amendment of the current legislation to include enforcement powers to the Section 24 committees creating a dedicated enforcement stream in the Tribunal
Community participation in the application and complaints processes	The ability to access and influence all platforms managed by other spheres of government involving and affecting communities, women, youth and children	Facilitate engagements between the WCLA and potential partners to incorporate the interest of the public, women, youth and children Develop a comprehensive media, training and education awareness campaigns through various mediums and platforms involving all identified stakeholders
Compliance with the Act and license conditions by license holders	Capacity constraints in terms of the number of inspectors versus the number of licensed premises dispersed over an area covering 129 462 km ²	Joint planned operations, collaboration with other law enforcement agencies, the automation of the inspections through the use of electronic devices and revising the organisational structure to increase the enforcement footprint
Compliance with relevant legislation and National and Provincial Treasury Instructions	Negative audit outcome due to non-compliance to the PFMA, GRAP, NTR and internal policies	Training interventions identified and addressed
Alignment with the provincial government's strategic priorities, within a prescribed strategic framework	Capacity constraints in terms of successfully making an impact on the provincial strategic priority VIP1	The design of an appropriate structural configuration for the WCLA. In the interim, the employment of externally funded interns and learnerships on contract basis to provide additional capacity to Components at the forefront of service delivery

10. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget
N/A	N/A	N/A	N/A

PART D: Technical Indicator Description (TID)

d

Liquor Licensing Administration

Indicator number	1
Indicator title	Percentage of permanent and secondary applications processed by the Liquor Licensing Administration within prescribed timeframes
Short definition	Permanent and secondary applications processed by the Liquor Licensing Administration within the prescribed timeframes
Purpose	It is in the public interest to ensure that applications are processed timeously and within the prescribed period which will maintain institutional integrity.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>An application is regarded as processed when it is ready to be enrolled for consideration by the Liquor Licensing Tribunal.</p> <p>Applications processed could include applications received from prior reporting periods as well as applications received within the financial year under review.</p> <p>System generated reports</p>
Method of calculation	<p>The number of days from date of lodgement to the date the application is forwarded to the Tribunal for first time consideration</p> <p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of applications forwarded to the Tribunal. The Numerator is equal to the number of applications forwarded to the Tribunal within the prescribed timeframes. The calculation will look as follows:</p> <p>Numerator/ Denominator x 100</p>
Data limitation	The achievement of this indicator is dependent on factors such as the submission of complete applications by applicants and/ or liquor consultants as well as the timeous submission of reports by the Designated Liquor Officers and Municipalities.
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	All applications received are processed within the prescribed timeframes
Indicator responsibility	Deputy Director: Liquor Licensing Administration
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient uptime of the electronic License Management and Tracking System
Means of verification	System generated reports

Liquor Licensing Tribunal

Indicator number	2
Indicator title	Percentage of permanent and secondary applications considered and enforcement matters finalised by the Liquor Licensing Tribunal within prescribed timeframes
Short definition	Permanent and secondary applications and enforcement matters referred to the Liquor Licensing Tribunal considered within the prescribed timeframes
Purpose	It is in the public interest to ensure that matters are considered timeously and within the prescribed period maintaining institutional integrity.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>A license application is regarded as considered once the Tribunal has provided an outcome. This outcome could be in the form of the following:</p> <ul style="list-style-type: none"> • Granted • Conditionally granted • Postponed • Refused <p>Liquor License applications considered will be all applications on the case roll considered during the year under review.</p> <p>An enforcement matter is regarded as finalised once the Liquor Licensing Tribunal has provided an outcome. This outcome could be in the form of the following:</p> <ul style="list-style-type: none"> • License revoked • License suspended • New conditions imposed • Impose a fine • Application dismissed • Any other appropriate action <p>A printed report will be obtained from the LMaTS system and/ or signed excel spreadsheets.</p> <p>Copies of the consideration sheets/ minutes are kept on file with the WCLA and are available upon request.</p>
Method of calculation	<p>The number of days from date the application is forwarded to the Tribunal to the date the application is considered by the Tribunal.</p> <p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of applications considered by the Tribunal. The numerator is equal to the number of applications considered by the Tribunal within prescribed timeframes.</p> <p>The number of days from date the enforcement matter is forwarded to the Tribunal to the date the matter is finalised by the Tribunal.</p> <p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of enforcement matters finalised by the Tribunal. The numerator is equal to the number of matters finalised by the Tribunal within prescribed timeframes.</p> <p>Numerator/ Denominator x 100</p>
Data limitation	Dependent on the number of matters placed on the case roll as well as the quality, complexity and completeness of the matters.
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	All matters considered within the prescribed timeframes
Indicator responsibility	Secretariat: Liquor Licensing Tribunal
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	The LLT will be sufficiently quorated
Means of verification	System generated reports and/or excel spreadsheet

Communication, Education and Stakeholder Relations

Indicator number	3
Indicator title	Increased community participation during the application and complaints processes
Short definition	Community participation during the application and complaints processes
Purpose	It is in the public interest that communities actively participate and provide credible information to ensure that decisions by the Liquor Licensing Tribunal are informed of public interest matters
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	The number of applications where objections/ representations were received and the number of complaints received from communities
Method of calculation	Each application where objections/ representations were received will count as one Each complaint raised will count as one Excel spreadsheet
Data limitation	Manual compilation of an excel spreadsheet
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Increased community participation during the application and complaint process
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Increased community participation will facilitate informed decisions in the interest of the public and safer and cohesive communities
Means of verification	A written report

Compliance and Enforcement

Indicator number	4
Indicator title	Percentage of compliance with the Act and license conditions by license holders
Short definition	Increased compliance and enforcement focus
Purpose	To measure increased compliance levels by license holders which is measured against a decrease (year on year) in the number of compliance matters referred to the Tribunal.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>Non-compliance matters referred to the Tribunal. Signed excel spreadsheets and or LMaTS report.</p> <p>Inspection conducted Signed excel spreadsheet and or LMaTS report Signed inspection forms available on request</p> <p>*Note that where the license holder/ manager/ employee refuses to sign the signature of the Inspector will be sufficient.</p>
Method of calculation	<p>Denominator: Number of inspections conducted</p> <p>Numerator: Number of non-compliance reports referred to the Liquor Licensing Tribunal</p>
Data limitation	Manual compilation of an excel spreadsheet
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Increased compliance through effective enforcement interventions which will contribute to safe and cohesive communities
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	<p>Effective enforcement will lead to compliant license holders which will positively contribute to safer and cohesive communities.</p> <p>It is assumed that increased enforcement will lead to a decrease in the number of non-compliance matters referred to the Tribunal.</p>
Means of verification	A written report

Compliance and Enforcement (continued)

Indicator number	5
Indicator title	Percentage of compliance with the Act in terms of "underage drinking/access to restricted areas by minors"
Short definition	Increased compliance and enforcement focus
Purpose	To measure increased compliance levels by license holders which is measured against a decrease (year on year) in the number of non-compliance matters relating to "underage drinking/access to restricted areas by minors" referred to the Tribunal.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Non-compliance matters referred to the Tribunal. Signed excel spreadsheets and or LMaTS report. Inspection conducted Signed excel spreadsheet and or LMaTS report Signed inspection forms available on request *Note that where the license holder/ manager/ employee refuses to sign the signature of the Inspector will be sufficient.
Method of calculation	Denominator: Number of inspections relating to "underage drinking/access to restricted areas by minors" conducted Numerator: Number of non-compliance reports relating "underage drinking/access to restricted areas by minors" referred to the Liquor Licensing Tribunal
Data limitation	Manual compilation of an excel spreadsheet
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Increased compliance through effective enforcement interventions which will contribute to safe and cohesive communities
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Effective enforcement will lead to compliant license holders which will positively contribute to safer and cohesive communities. It is assumed that increased enforcement will lead to a decrease in the number of enforcement matters relating to "underage drinking/access to restricted areas by minors" referred to the Tribunal.
Means of verification	A written report

Finance

Indicator number	6
Indicator title	Compliance with relevant legislation and National and Provincial Treasury instructions
Short definition	Outcome of the audit conducted by the Auditor-General of South Africa (AGSA). Note: The audit opinion expressed during the current financial year will relate to the audit outcome of the previous financial year (e.g. the audit opinion expressed during 2015/16 will relate to the audit outcome of 2014/15).
Purpose	Audit Report of AGSA
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Monitors the outcome of the audit conducted by the AGSA
Method of calculation	Audit opinion expressed in Audit Report of AGSA
Data limitation	Timeous availability of the Audit Report of the AGSA
Type of indicator	Service delivery indicator - indirect impact - measures outcomes
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Unqualified or clean audit (i.e. no non-compliance reported in the audit report).
Indicator responsibility	Chief Financial Officer
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Sufficient and effective implemented and adhered to internal controls
Means of verification	Audit report of the AGSA

Corporate Services

Indicator number	7
Indicator title	Compliance with legislated performance monitoring and reporting frameworks and processes
Short definition	To ensure compliance with performance monitoring and reporting frameworks and processes as legislated
Purpose	To ensure compliance with the PFMA in terms of the publication of the WCLA's Annual Report
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Audited performance information and audited Annual Financial Statements, various reports on Governance matters and Human Resources
Method of calculation	A printed and bound Annual Report will count as one
Data limitation	Non-timeous printing and binding service provided by the service provider. Non-timeous submission of inputs to the AR from components
Type of indicator	Service delivery indicator - indirect impact - measure outcomes
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Actual performance that is equal to the target of the indicator asset in the APP
Indicator responsibility	Deputy Director: Corporate Services
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Information required from Components will be accurate and received timeously
Means of verification	Printed and bound Annual Report

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