



**WESTERN CAPE**  
LIQUOR AUTHORITY

**Annual Performance Plan 2021/22**

# Western Cape Liquor Authority

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Annual Performance  
Plan for 2021/2022

Western Cape Province



## EXECUTIVE AUTHORITY STATEMENT

As the Executive Authority of the Department of Community Safety, my Department is the custodial department responsible to account for the Western Cape Liquor Authority (WCLA).

Safe and Cohesive Communities is the foremost strategic priority of the Western Cape Government. To support this Vision Inspired Priority (VIP), we are required to regulate the industry in a manner that negates the adverse and detrimental impacts of alcohol and the abuse thereof. Opportunities are possible for all role-players to contribute to and participate in this process.

Our efforts towards optimal regulation of the industry are informed by the following key objectives:

- Liquor license applications are processed without undue delays and within the prescribed timeframes and in an accessible manner;
- Increased community participation in the 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, just and responsive; and
- Improved alignment and integration of the operations of the WCLA with Western Cape Government programmes and projects.


Various studies confirm that alcohol abuse remains a key driver of violent crime, particularly domestic violence, in the Western Cape. The negative impacts of alcohol are exacerbated by a weak regulatory environment. The Western Cape Government previously 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 in addition to reducing harm.

During the Covid-19 pandemic, the WCLA, its Board and the Liquor Licensing Tribunal (LLT) have played a pivotal role in reducing alcohol related harms (ARH) by conducting investigations, suspending licenses, revoking and/or issuing fines to license holders who reportedly contravened the National Disaster Management Act's Regulations and the Western Cape Liquor Act.

Currently, the WCLA receives more money from the fiscus than it collects on behalf of the Provincial Revenue Fund. This effectively translates to a subsidisation of the liquor industry. This only, in relation to the cost of regulation. The impact of harms remains disproportionately high. It is therefore appropriate to determine fees in a manner ensuring that the WCLA is fully capacitated to respond to and negate harms. The Department is further working to ensure that the WCLA becomes a self-sustainable body, reducing its dependence on the fiscus.

The Western Cape liquor license tariffs increased by the Cost Price Index (CPI), which was approximately 3.1%, plus one percent in the 2020/21 financial year. Future self-sustainability increases will be staggered over the MTEF period to avoid compromising an already distressed sector and slow economic recovery in the Western Cape. It is further proposed that funding be availed for promoting safety and reducing alcohol related harms. There is no escaping the reality that alcohol is the primary contributing factor to the prevalence of violence and trauma in our society. The Pandemic has made this clear in no uncertain terms. Regulated access and availability of alcohol is key to effective regulation.

I wish to acknowledge the valuable contributions made by the WCLA governing board and all WCLA members of staff in its commitment to achieving the above.



**Albert Fritz**  
Executive Authority: The Western Cape Liquor Authority

## ACCOUNTING AUTHORITY STATEMENT

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

Priorities outlined in the Governments 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 Authority in creating safe and cohesive communities. COVID-19 exacerbated the challenges that are confronting the Province. Consequently, a Recovery Plan was drafted as a recognition of and response to the pandemic. It identifies the problems that require an urgent, whole-of-society response in order to create jobs, foster safe communities, and promote the well-being of all the residents of the Western Cape.

Over the strategic framework 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 Authority will embark on a strategy to increase community participation with the aim of qualitatively enhancing the articulation of public interest.

The Authority will therefore build on the existing strengths and resources of the community and facilitate partnerships 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. In all interventions identified by the Authority for the 2021/22 financial year, specific focus will be placed on the identified designated groups of women, youth, children and persons with disabilities, specifically within the 16 Priority Areas as identified in the Safety Plan of the Province.

Within communities, women, youth, children and persons with disabilities are most vulnerable and often the victims of violence as a result of the abuse of liquor. Under-age drinking, binge 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, youth, children and persons with disabilities in relation to the consumption of liquor in particular the abuse of alcohol and the harms attached thereto. In response to the mainstreaming of human rights of priority groups and the priority areas the Tribunal will also take cognisance thereof.

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

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.

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We will continue to work with the custodial department to improve efficiencies through legislative review and ensure that the cost of regulation is not an additional burden on the fiscus. While the fiscus would initially fund some of the planned initiatives, applying a differential approach to the implementation of the various fees or staggering the fee increase over time would accelerate the liquor industry's sustainable contribution towards the reduction of alcohol related harms thus making the WCLA self-sustainable.



**Ronald Kingwill**  
**Accounting Authority: The Western Cape Liquor Authority**

## OFFICIAL SIGN-OFF

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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 2021/22.

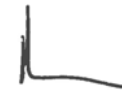
Adv Leatitia Petersen  
Senior Manager  
Liquor Licensing Administration

Signature:



Mr Johan Dreyer  
Secretariat  
Liquor Licensing Tribunal

Signature:



Ms Rebecca Campbell  
Senior Manager  
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Signature:



Adv Martell Van Lill  
Senior Manager  
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Signature:



Mr Marvin Jackson  
Senior Manager  
Corporate Services

Signature:



Mr Sandiso Gcwabe  
Chief Financial Officer

Signature:



Adv Leatitia Petersen  
Acting Chief Executive Officer

Signature:



Mr Ronald Kingwill  
Accounting Authority

Signature:



**Approved by:**  
MEC Albert Fritz  
Executive Authority

Signature:



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## PART A: Our Mandate

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### 1. Updates to the relevant 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; 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.

### **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.

## 2. Updates to Institutional Policies and Strategies

The Western Cape Liquor Act was finalised 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 Alcohol Harms Reduction approaches and interventions are reflected in the Western Cape Provincial Strategic Plan 2019-24. The WCLA's 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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### 3. 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 and crime and violence is particularly prominent. Alcohol is linked to 50% of murders in the province<sup>1</sup>. Of the total number of alcohol-attributable deaths, 32.0% are from unintentional injuries, and 13.7% are from intentional injuries<sup>2</sup>. Cheap products target people experiencing poor socio-economic conditions, and risky drinking patterns directly correlate with low-income patterns<sup>3</sup>.

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 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 harms 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 (Western Cape Alcohol-Related Harms Reduction Policy 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 single 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 an alcohol-related harms reduction policy be developed to guide the Western Cape Government’s approach to alcohol generally and the regulation in particular.

1 Western Cape Government Department of Health (2018) Western Cape Injury Mortality profile for 2010 to 2016.

2 World Health Organisation (2007) Alcohol and injury in emergency departments: summary of the report from the WHO collaborative study on alcohol and injuries.

3 World Health Organisation. (2014) Global status report on alcohol and health

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 km<sup>2</sup> 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 Authority to continuously assess the “environment” of liquor production, distribution and consumption as well as its own capacity to deliver given the resource constraints. The Authority 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 for public interest matters to be considered through which alcohol harms can begin to be addressed.

The global pandemic of coronavirus disease 2019 (COVID-19) was first reported on 31 December 2019 by the World Health Organization following a cluster of pneumonia cases in Wuhan City, Hubei Province of China. The disease has seen a rapid spread globally, and was declared a Public Health Emergency of International Concern on 30 January 2020. South Africa declared a State of National Disaster on 15 March 2020 and promulgated a series of regulations to address COVID-19. On 26 March 2020, South Africa entered the different levels of ‘lockdown’ bringing the economy and businesses to a halt in an attempt to ‘flatten the curve’.

The global economy continues to be severely impacted by the COVID-19 pandemic and will result in the deepest recession recorded since World War II. The International Monetary Fund (IMF) World Economic Outlook projects a 4.9% contraction in 2020, followed by a rebound of 5.4% in 2021. The global economic downturn is expected to have significant and widespread economic and social implications over the medium to long term. These implications have called for policy efforts to shift from an immediate response towards a global economic reset and recovery<sup>4</sup>.

According to the Western Cape Department of Economic Development and Tourism (DEDAT), the Western Cape economy is projected to contract by up to 10.2% in 2020. As a prime tourism destination for international travelers and hub of South African wine industry, the Western Cape economy has particularly been vulnerable to COVID-19 lockdown measures. Wines of South Africa estimated that the export disruption could result in revenue loss of over R1 billion and VinPro, estimates 18 000 jobs are at risk in the wine industry alone. The recovery of the provincial economy has also been sluggish to date. The latest Small Business Recovery Index shows that small businesses turnover in the Western Cape was at only 60% of its long run average during mid-August 2020 compared to a national average of 73%. This is the lowest ratio of all province in South Africa.

4 Budget circular No. 2 of 2021/22 Phase 2 Budget Process Preparing Budget 2021

Despite the current economic challenges, we urge our license holders as responsible corporate citizens, to be cognisant of the harms associated with alcohol and show commitment to improving the material well-being of communities in which they operate by continuing to make a contribution towards the reduction of alcohol related harms through the payment of licensing fees as prescribed. The WCLA takes cognisance of the fact that COVID-19 has had a severe economic impact on many businesses and as such, all license holders in financial distress are encouraged to approach the Western Cape Government for business support or disaster relief funding.

The *Provincial Strategic Plan 2019 – 2024* (PSP) that was launched by the Premier in March 2020 is the guiding document for the growth and development of the Province. It outlines the priorities of the Western Cape Government (WCG) in the form of five Vision-Inspired Priorities (VIPs), namely: (1) Safe and Cohesive Communities; (2) Growth and Jobs; (3) Empowering People; (4) Mobility and Spatial Transformation; and (5) Innovation and Culture. The problem statements that frame the five VIPs have not changed. What COVID-19 has done is to exacerbate the challenges that are confronting the Province, and new ones have emerged. Consequently, a draft Recovery Plan was drafted as a recognition of and response to the pandemic. It identifies the problems that require an urgent, whole-of-society response in order to create jobs, foster safe communities, and promote the well-being of all the residents of the Western Cape. It will be pursued with the same energy and collaborative approach that created the coalition that came together to fight the virus<sup>5</sup>.

During the 2020/21 financial year the Authority initially proposed fee increases that would assist it to achieve two objectives i.e. additional enforcement capacity to perform one inspection per license holder per year and bridging the self-sustainability gap that currently exists. In response to the economic challenges the Authority will defer the objective of achieving self-sustainability during the 2020/21 financial year to avoid compromising an already distressed sector and economic recovery in the Western Cape. The fiscus would continue funding the self-sustainability gap and the additional enforcement capacity, however applying a differential approach to the implementation of the various fee tariffs or staggering the fee increase over time would accelerate the liquor industry's contribution towards the reduction of alcohol related harms thus making the WCLA self-sustainable.

During lockdown the country experienced decreased levels of violence and the link between violence and alcohol was well established in research. According to research conducted by the Department of Community Safety during the lockdown period in the Western Cape both quantitative and qualitative data suggests that the ban on alcohol sales contributed to a decrease in assault and homicide of the eleven (11) priority areas of the Safety Plan<sup>6</sup>. In line with the trend across the province, in the eleven (11) priority areas the number of homicides sharply declined in the first two weeks of lockdown, and then increased somewhat over the next four weeks (as indicated in the graphs below). COVID-19 lockdown has raised awareness of the burden imposed by alcohol on the South African society. A ban was not sustainable in the long term and we are therefore driving legislative amendments and smart interventions to reduce alcohol related harms.

<sup>5</sup> Department of the Premier 2020 - Western Cape Recovery Plan Draft 1

<sup>6</sup> Department of Community Safety 2020 (in collaboration with Forensic Pathology Services) - Violent Crime in 11 priority areas of the Western Cape during the COVID-19 lockdown

Figure 1: FPS-recorded homicides in the Western Cape, Wks 1-19, 2019 and 2020

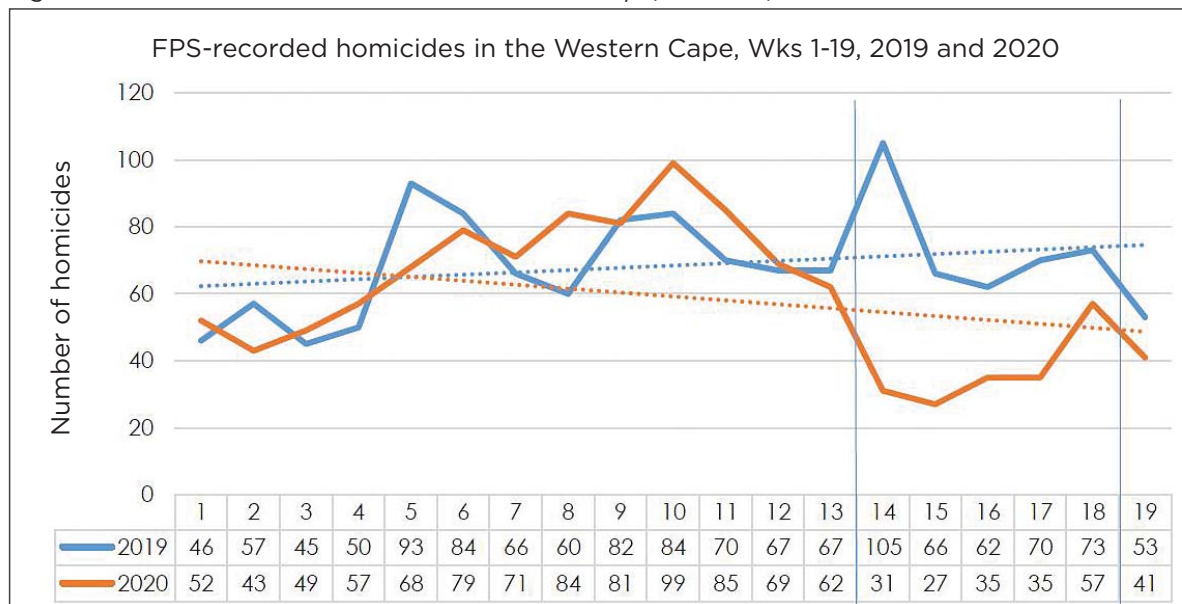
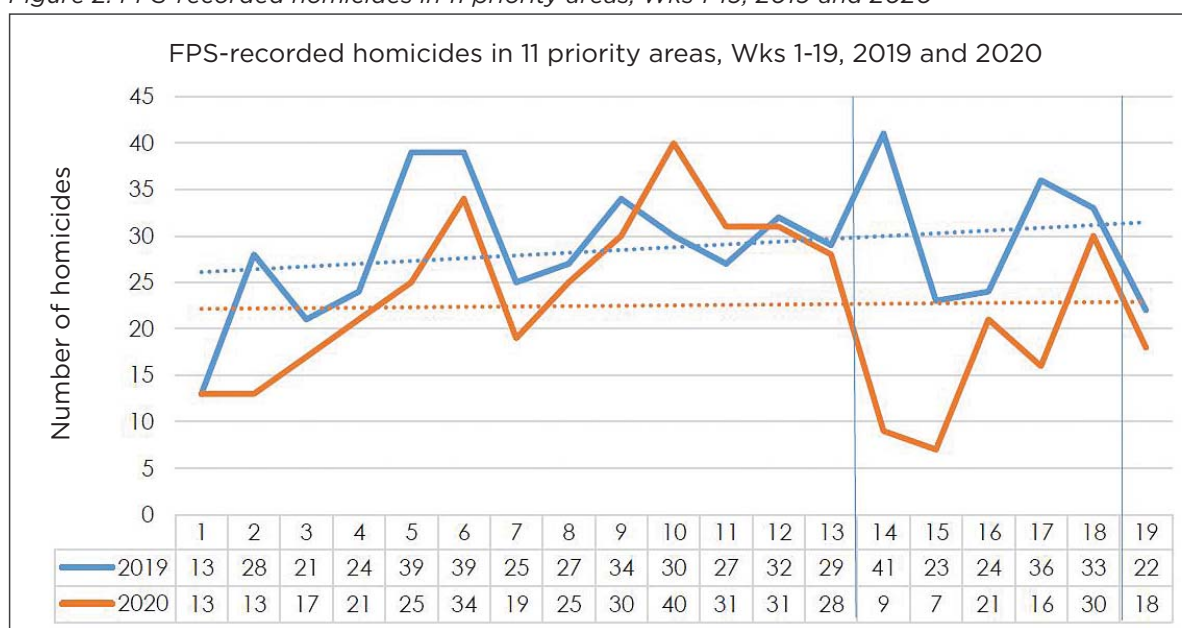


Figure 2: FPS-recorded homicides in 11 priority areas, Wks 1-19, 2019 and 2020



In response to the mainstreaming of human rights of priority groups and the priority areas the Tribunal when considering license applications must ensure that the granting of the license is in the public interest. It specifically must ensure that the granting of a license does not prejudice the residents in a residential area, residents of an institution for the aged or frail, the learners of an educational institution, congregants of a religious institution or an institution for drug or alcohol related dependencies.

Crime statistics and other data related to gender violence, minors and density of outlets in a specific area are taken into account as part of the public interest considerations and if high

instances of such behaviour is prevalent in an area the Tribunal may refuse the granting of a license. Existing license holders who are found to be contributing to the above will be prosecuted before the Tribunal who have the power to, amongst other sanctions, revoke or suspend the license.

The Authority, as part of the Legislative Task Team headed by the Department of Community Safety, is in the process of considering critical amendments to the Liquor Act that is informed by two key objectives. The first is to introduce provisions that will impact on the reduction of harms associated with alcohol and in the second instance to simplify and enhance systems and processes of the WCLA in order to improve operational efficiency of the WCLA. The WCG is currently boosting enforcement capacity by deploying Law Enforcement Advancement Plan (LEAP) officers to enforce liquor-related regulations in an evidence-based policing approach.

In all interventions identified by the Authority for the 2021/22 financial year a specific focus will be placed on the identified designated groups of women, youth, children and persons with disabilities within the 16 Priority Areas/ Area Based Team's (ABT's) as identified in the Safety Plan of the Province.

The PESTLE methodology analysis was used to compliment the abovementioned situational analysis. In the sections below the outcome of these analyses are captured.

**Political:** The Western Cape Liquor Authority is an entity of the Western Cape Government and therefore extensively depends on grants from the department of Community Safety to perform its mandate. The Authority as an entity is furthermore subject to provincial policies and priorities and therefore needs to ensure that the directives as contained within the National Development Plan, Medium Term Strategic Framework and other directives are prioritised and focused upon.

**Economic:** The economic situation of the Province impacts on availability of funds and grants of the Authority. The demand for alcohol is relatively inelastic which should help lessen the long-term impact of COVID-19 on license holders (i.e. even if the license holder make losses in the short-term, they would still want to retain the license for the long-term benefits). This will however not spare the Authority from the short-term economic impact of COVID-19 (i.e. the liquidity crisis that will be experienced by the license holders during the 2020 renewal season due to the restrictions placed on the sale of liquor).

**Social:** 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." Within communities, women, youth, children and persons with disabilities are most vulnerable and often the victims of violence as a result of the abuse of liquor. Under-age drinking, binge drinking and Fetal Alcohol Syndrome (FAS) are prevalent in communities, impacting negatively on the community.

**Technological:** South Africa needs to sharpen its innovative edge and continue contributing to global scientific and technological advancement. This requires greater investment in research and development, better use of existing resources, and more nimble institutions that facilitate innovation. As a result, the Authority will focus on further enhancements to its License Management and Tracking System (LMaTS) in order to align the internal business processes to

Management and Tracking System (LMaTS) in order to align the internal business processes to legislation in a modernized manner.

**Environmental:** Due to the nature of the Authority as a regulator of a controlled substance the Authority does not have any direct influence or impact on environmental matters.

**Legal:** The Legislative mandate of the Authority is to regulate the retail sale and the micro-manufacture of liquor in the Western Cape Province. The liquor industry is a dynamic environment with huge economic and social impact. The alignment of the Western Cape Liquor Authority in relation to National and Provincial mandates are 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.

### Organisational environment

The Governing Board is the Accounting Authority and is responsible for providing strategic direction and management of the Authority. Members of the Governing Board are independent non-executives appointed by the parliamentary portfolio committee.

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 Authority. 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 53 permanent positions within the organisational structure of the Authority.



### 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 Authority 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 Authority 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 Authority. 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 modernised manner.

During the COVID-19 lockdown period LLA operations were halted as no applications could be lodged or processed. This had an effect on the processing period/timeframes which in some instances led to applications not being finalised in the legislative prescribed time frames. Consequently, no application fees or granting fees could be earned.

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, provide solutions and support to the general public using in-depth knowledge of the organization's services, welcomes and directs visitors upon arrival at the WCLA, receives and re-directs telephonic enquires and deals 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, departments, municipalities, SAPS and other institutions 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 Authority. In the 2019/20 financial year the Tribunal considered 6 008 applications. It is against this background that the procedures of the Tribunal during sittings are continuously reviewed to provide for a more effective and efficient consideration of applications.

Focus will be placed on the optimization of processes and procedures followed when considering enforcement matters. In the 2019/20 financial year the Tribunal finalized 171 enforcement matters. The Western Cape Liquor Act is currently under review and it is envisaged that the powers of the section 24 Committees be extended 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 aligned under three key focus areas and outcomes. These focus areas act as the framework and basis of the approach of the Liquor Licensing Tribunal to ensure compliance with the Act and implementing policy directions of government. The Provincial Government policy approach to address alcohol related harms provides direction for the focus areas when considering applications by the Liquor Licensing Tribunal.

1. Finalisation of applications within legislative time frames.

The Tribunal will follow a risk-based approach to the consideration of applications and enforcement matters. Although 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.

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 with 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;
- Transgressions impacting/ relating to women, youth and children;
- 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

### 3. Public Interest

Public interest is a key consideration in the granting of a license. Applications 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.

As a result of the COVID-19 lockdown the Tribunal was not able to proceed with their normal operations. Limited virtual sittings took place that focussed on COVID-19 related transgressions and interim orders. As a result, fees paid to members were considerably less than what would be the case under normal operating circumstances. This resulted in a saving on the budget which was utilised for the Authority's response to COVID-19.

## 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 facilitate 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. Particularly 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.

### 2. Municipalities

Municipalities are important stakeholders during the application process and will therefore be engaged with regards 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. Municipalities will be encouraged to implement

their own initiatives to create awareness of all new license applications and of ways to reduce alcohol related harms in their municipal areas. Discussions will also take place that will facilitate the provision of meaningful inputs regarding the consideration of public interest when submitting municipal reports in terms of new license applications.

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 Authority 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 reach, the Authority will create strategic partnerships with Community Policing Forums, Neighbourhood Watches, Local Drug Action Committees, South African Police Services, local councilors, NGO's and other identified organisations.

### 4. Liquor Act and license conditions training

In order to create informed and compliant license holders we will, in partnership with SAPS, Liquor Forums, Liquor Traders Associations and CPF's, roll out education and awareness sessions. 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 Department of Social Development and the Department 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 line with the WCLA's evidence/ data led approach 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 aforementioned data will also be used to target the enforcement, awareness and community participation operations of the WCLA.

The COVID-19 pandemic had a significant impact on the Component's ability to execute its engagement and awareness activities. The Component shifted its approach from face to face meetings and training to virtual engagements and correspondence. The use of virtual platforms for training has been welcomed by many license holders and has improved the efficiency of the education programme. Consequently, we will continue to offer online training going forward and innovate our engagement methods based on this new capacity. However, in-person stakeholder engagement is still preferable in many cases and will need to resume once health and safety conditions in relation to the COVID-19 pandemic allow. In addition, the Component has had its research budget reduced significantly as a result of the COVID-19 pandemic. This has halted the plans to recruit a Research Clerk to assist with consolidating research and data from different sources to be shared with the LLT, LLA and Compliance and Enforcement Component.

### **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. Currently the Authority has eleven (11) permanent inspectors required to cover the 129 462km<sup>2</sup> 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 allocation from the custodial department did not include the appropriation of the proposed funding for the additional enforcement capacity to the Authority. The Authority is implementing a pilot project of additional enforcement capacity funded from own revenue in order to reduce the build-up of outstanding compliance inspections.

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. Interventions will be planned according to complaints as recorded in the complaints register as well as the location of problematic outlets identified by other agencies such as the SAPS and Law Enforcement. Inspectors will also be guided by long outstanding inspections according to the LMATS system. Although priority will be placed on problematic outlets, inspectors will also seek to reach as many of the licensed outlets which have not been inspected over the past 4 years.

In light of the above the WCLA will revisit the capacity of this component 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.

As Peace Officers, the Western Cape Liquor Authority Inspectors were declared as essential service providers. Consequently, the Authority had to redirect its efforts towards operations that would contribute to assist in limiting the spread of the virus. During strict COVID-19 alert levels the inspectors were limited in terms of travelling to all parts of the Province due to restrictions placed on businesses offering accommodation. Consequently, the operations of the inspectors were limited to the COVID-19 hotspot areas which were largely in the Metro and the Cape Winelands District. The WCLA's enforcement investigations and subsequent referral of these matters to the LLT, since the commencement of the lockdown period, is as follows:

Enforcement investigations: 207 investigations have taken place since 27 March 2020 to 30 October 2020. Of these 207 matters, 83 Section 71 matters were placed on the LLT case roll of which:

- 49 licenses were suspended
- 23 applications were dismissed
- 11 applications were referred back to the Prosecutor

Sixty-five COVID-19 related section 20 matters were forwarded to the Liquor Licensing Tribunal of which one license was revoked, five applications dismissed while in three matters the licensee was issued with stricter conditions. Three licenses were suspended while one license was

cancelled. In twenty matters fines to the amount of R2 151 220 were issued, of which an amount of R1 181 220 was suspended for a period of twenty four months on condition that the license holder does not contravene the Act and license conditions again during this period. Thirty-two matters were pending.

### 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 likely 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.

The resources budgeted to be mobilized by the Authority on behalf of the Provincial Revenue Fund will be affected by the adverse economic impact of COVID-19.

The demand for alcohol is relatively inelastic which should help lessen the long-term impact of COVID-19 on license holders (i.e. even if the license holder make losses in the short-term, they would still want to retain the license for the long-term benefits). This will however not spare the Authority from the short-term economic impact of COVID-19 (i.e. the liquidity crisis that will be experienced by the license holders during the 2020 renewal season due to the restrictions placed on the sale of liquor). It is accordingly assumed that 6.4% of the licenses will lapse as a result of COVID-19 in line with the National Treasury economic predictions.

The extent of the impact on applications for events and temporary licenses as well as new licenses is expected to be far greater than the general impact on the economy. Accordingly, the impact on own revenue is expected to be in line with the long recovery scenario presented by National Treasury (i.e. projected decline in GDP of 16.1%).

Therefore, the WCLA is projected to lose approximately R3.1 million in licensing revenue (application and license issuing fees) over the period of the National State of Disaster due to the lockdown and limitations placed on event and temporary licenses during the various alert levels.

This is however expected to be mitigated by a projected increase of R1,2 million in fines issued by the Liquor Licensing Tribunal (LLT) due to violation of lockdown regulations by license holders who allegedly sold alcohol during the lockdown. The projected net decrease in own revenue is thus expected to be R1,9 million or 16.1% of budgeted own revenue.

A comprehensive analysis of the expenditure budget was undertaken and projected savings to the total value of R1,7 million were identified. The budget of the WCLA is very lean due to the

budget cuts that were effected during the main MTEF budget. There is little to no room for further cuts as 61% of the expenditure budget goes towards compensation of employees and a significant part of the remaining expenditure budget is for compulsory goods and services. This is evidenced by the advertising costs which could not be brought into the baseline which continues to be funded from surplus roll-overs from the previous year.

The Authority thus has a projected deficit of R0,2 million. The deficit may be covered by the projected surplus from the 2019/20 financial year should the Provincial Treasury allow us to retain it. The above assessment of the impact of COVID-19 on the WCLA will be updated as the situation develops and to take into account new economic data as it becomes available.

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. While the fiscus would initially fund some of the planned initiatives, applying a differential approach to the implementation of the various fees or staggering the fee increase over time would accelerate the liquor industry's sustainable contribution towards the reduction of alcohol related harms thus making the WCLA self-sustainable.

### Corporate Services

The Corporate Services Component is committed to developing and providing innovative services that support and align with the Authority's and individual components goals. The demand for strategic, consultative and collaborative services continues 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 Authority as an employer of choice.

Our focus over the next financial year 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 WCLA has played a significant role in reducing alcohol-related harms during the current National State of Disaster. This was achieved against a backdrop of inadequate capacity. The WCLA should be provided with adequate capacity in order to improve its effectiveness to further limit harms associated with alcohol. The finalisation of the long outstanding OD would assist in determining the appropriate level of resource allocation that would enable the WCLA to achieve optimal effectiveness in reducing alcohol-related harms.

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 Authority's exceptional people resources. HR supports over 50 employees, and provides oversight of the collective agreements and relationships with union organizations representing Authority staff.

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**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.

The Authority commits itself to a long term goal for the creation of a workforce that is representative and reflects the demographic composition of the Western Cape Province. It is the Authority's objective to develop such equality as quickly as is reasonably possible without sacrificing standards, quality or the job security of present incumbents and taking into account the standards set by the Employment Equity Act. Included in the objectives is the implementation of affirmative action measures that promote equal and advanced opportunities for the designated groups (i.e. women and people with disabilities).

## PART C: Measuring Our Performance

C

### 4. Institutional Programme Performance Information

#### 4.1 Component 1: Liquor Licensing Administration

##### Component purpose

The Liquor Licensing Administration Component provides a service to applicants and/or license holders by way of the administering of applications, issuing of licenses, certificates and notices and the renewal of valid licenses.

##### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Applications processed by the Liquor Licensing Administration within prescribed timeframes	Legislative compliance	1.1 Percentage of permanent and secondary license applications received by the Liquor Licensing Administration processed within prescribed timeframes	New	New	New	70%	90%	100%	100%

##### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1 Percentage of permanent and secondary license applications received by the Liquor Licensing Administration processed within prescribed timeframes	90%	90%	90%	90%	90%

##### Explanation of Planned Performance over the Five Year Planning Period

In order to facilitate the entry of new liquor license holders into the regulated liquor sphere, and as part of ensuring optimal regulation towards the reduction in alcohol harms, an integrated and streamlined approach will be followed in the administering of applications. Greater focus will thus be placed on ensuring that all systems and processes related to the administering of applications are aligned with the enabling legislation in order to prepare applications in the shortest time possible. The aim is to ensure that staff are well informed and kept abreast of all

legislative amendments; that applicants are kept informed of application requirements by means of updated checklists, open and effective channels of communication and responses to queries relating to application processes; all processes are properly documented in the form of standard operating procedures and lastly that operating systems are aligned to the necessary legislative prescripts. These initiatives, if successfully implemented, will result in the timeous processing of applications.

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Liquor Licensing Administration	9 317	11 721	9 535	12 214	10 929	11 558	12 100
<b>Total</b>	<b>9 317</b>	<b>11 721</b>	<b>9 535</b>	<b>12 214</b>	<b>10 929</b>	<b>11 558</b>	<b>12 100</b>

#### Economic Classification

Current payments							
Compensation of employees	6 677	7 132	7 766	8 403	9 009	9 433	9 876
Goods and services	2 416	4 582	1 769	3 788	1 920	2 124	2 224
Payments for capital assets	224	7	0	23	0	0	0
<b>Total</b>	<b>9 317</b>	<b>11 721</b>	<b>9 535</b>	<b>12 214</b>	<b>10 929</b>	<b>11 558</b>	<b>12 100</b>

## 4.2 Component 2: Liquor Licensing Tribunal

### Component purpose

This component is tasked with the responsibility of adjudicating liquor license applications and complaints lodged regarding the conduct of a licensed business.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	Legislative compliance	2.1 Percentage of permanent and secondary license applications considered by the Liquor Licensing Tribunal within the prescribed time frames	New	New	New	65%	90%	100%	100%
		2.2 Percentage of all enforcement matters finalised by the Liquor Licensing Tribunal within 60 days of referral	New	New	New	65%	90%	100%	100%

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1 Percentage of permanent and secondary license applications considered by the Liquor Licensing Tribunal within the prescribed time frames	90%	90%	90%	90%	90%
2.2 Percentage of all enforcement matters finalised by the Liquor Licensing Tribunal within 60 days of referral	90%	90%	90%	90%	90%

### Explanation of Planned Performance over the Five-Year Planning Period

The focus of the Liquor Licensing Tribunal is aligned under three key focus areas and outcomes. These focus areas act as the framework and basis for the Tribunal's approach to address alcohol related harms. The three key areas that the Tribunal will focus on are:

#### 1. Finalisation of applications within legislative time frames.

The Tribunal will follow a risk-based approach to the consideration of applications and enforcement matters. Although 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 scrutiny and can therefore be considered in the shortest possible time. This will allow for more time to be allocated to substantive applications.

#### 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 adequately 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 with 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 liquor to an employee instead of wages;
- Selling liquor on credit;
- Allowing the sale/supply/storing of drugs on licensed premises;
- Selling liquor in contravention of license type;
- Distribution/delivery/storing of liquor involving unlicensed liquor premises;

#### 3. Public Interest

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

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Liquor Licensing Tribunal	4 087	3 574	3 878	3 870	4 371	4 577	4 791
<b>Total</b>	<b>4 087</b>	<b>3 574</b>	<b>3 878</b>	<b>3 870</b>	<b>4 371</b>	<b>4 577</b>	<b>4 791</b>

## Economic Classification

Current payments							
Compensation of employees	3 692	3 358	3 563	246	428	448	469
Goods and services	168	212	315	3 601	3 943	4 128	4 322
Payments for capital assets	218	4	0	23	0	0	0
<b>Total</b>	<b>4 078</b>	<b>3 574</b>	<b>3 878</b>	<b>3 870</b>	<b>4 371</b>	<b>4 577</b>	<b>4 791</b>

### 4.3 Component 3: Communication, Education and Stakeholder Relations

#### Component purpose

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

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Com- munity partici- pation in the application and complaints processes	Increased public partici- pation	3.1 Number of engage- ments with local authorities	New	New	New	26	26	26	26
		3.2 Number of public partici- pation inter- ventions attended with Stake- holders	New	New	New	36	36	36	36
		3.3 Report on public partici- pation in the applica- tions processes	New	New	New	4	4	4	4
		3.4. Report on public partici- pation in the enforce- ment processes	New	New	New	4	4	4	4
		3.5. Number of awareness sessions with license holders directed at priority groupings of women and youth	New	New	New	10	12	14	16

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1 Number of engagements with local authorities	26	6	7	7	6
3.2 Number of public participation interventions attended with stakeholders	36	9	9	9	9
3.3 Report on public participation in the applications processes	4	1	1	1	1
3.4 Report on public participation in the enforcement processes	4	1	1	1	1
3.5 Number of awareness sessions with license holders directed at priority groupings of women and youth	12	3	3	3	3

### Explanation of Planned Performance over the Five Year Planning Period

With a strong focus on mobilising communities and community organisations to participate in the liquor licensing application process while also reporting non-compliant liquor license holders, different interventions and partnerships will be embarked upon to reach this objective. Whilst embarking on identified interventions, we will track the impact of our interventions by reporting on a quarterly basis on how many applications were submitted with public comments as well as complaints that were received of problematic licensed premises. All of these indicators are new indicators and is aligned to the Alcohol Harms Reduction policy approach of the Western Cape Government.

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Communication, Education and Stakeholder Relations	3 432	4 278	3 798	4 760	5 146	5 388	5 641
<b>Total</b>	<b>3 432</b>	<b>4 278</b>	<b>3 798</b>	<b>4 760</b>	<b>5 146</b>	<b>5 388</b>	<b>5 641</b>

## Economic Classification

Current payments							
Compensation of employees	2 586	2 782	2 912	3 456	4 029	4 218	4 417
Goods and services	758	1 407	886	1 281	1 117	1 169	1 224
Payments for capital assets	88	89	0	23	0	0	0
<b>Total</b>	<b>3 432</b>	<b>4 278</b>	<b>3 798</b>	<b>4 760</b>	<b>5 146</b>	<b>5 388</b>	<b>5 641</b>

#### 4.4 Component 4: Compliance and Enforcement

##### Component purpose

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

##### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compliance with the Act and license conditions by license holders	Proactive measures to ensure compliance	4.1 Percentage of licenses issued in the previous financial year inspected in the current financial year	New	New	New	80%	80%	80%	80%
		4.2 Number of enforcement operations with other agencies conducted	80	79	91	80	80	80	80
		4.3 Percentage of complaints received investigated within 30 days	New	New	New	80%	95%	95%	95%
		4.4 Number of inspections conducted focused on under-age drinking and access to restricted areas	New	New	New	300	550	600	650
		4.5 Percentage of licenses waiting to be inspected, as at the end of the previous financial year, inspected within the current financial year	New	New	New	New	70%	70%	70%

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.1 Percentage of licenses issued in the previous financial year inspected in the current financial year	80%	20%	40%	60%	80%
4.2 Number of enforcement operations with other agencies conducted	80	20	20	20	20
4.3 Percentage of complaints received investigated within 30 days	95%	95%	95%	95%	95%
4.4 Number of inspections conducted focused on under-age drinking and access to restricted areas	550	137	138	138	137
4.5 Percentage of licenses waiting to be inspected, as at the end of the previous financial year, inspected within the current financial year	70%	10%	30%	50%	70%

### Explanation of Planned Performance over the Five Year Planning Period

The Component's structure needs to be reviewed and restructured in order to achieve greater efficiency. 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 to be able to implement new provisions of the Act will be embarked on. The identified initiatives of this Component are directly linked to the availability of sufficient capacity and budget.

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Compliance and Enforcement	7 276	8 702	9 060	12 098	10 876	11 388	12 597
<b>Total</b>	<b>7 276</b>	<b>8 702</b>	<b>9 060</b>	<b>12 098</b>	<b>10 876</b>	<b>11 388</b>	<b>12 597</b>

#### Economic Classification

Current payments							
Compensation of employees	6 529	7 706	8 608	10 347	10 373	10 861	12 047
Goods and services	262	238	333	1 355	452	473	495
Payments for capital assets	485	758	119	396	51	53	55
<b>Total</b>	<b>7 276</b>	<b>8 702</b>	<b>9 060</b>	<b>12 098</b>	<b>10 876</b>	<b>11 388</b>	<b>12 597</b>

## 4.5 Component 5: Finance

### Component purpose

This component aims to enhance performance orientated financial management.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Compliance with relevant legislation and National and Provincial Treasury Instructions	Legislative compliance	5.1. Percentage expenditure in relation to the allocated budget*	94%	99%	102%	98%	98%	98%	98%
		5.2. Percentage of invoices paid within 30 days after receipt of invoice	New	New	New	100%	100%	100%	100%
		5.3. Audit opinion from Auditor-General of South Africa	New	Unqualified Audit Opinion	Unqualified Audit Opinion	-	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion

\* The numerator is equal to the actual budget spent and contractually committed at year-end

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

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
5.1. Percentage expenditure in relation to the allocated budget	98%	98%	98%	98%	98%
5.2. Percentage of invoices paid within 30 days after receipt of invoice	100%	100%	100%	100%	100%
5.3. Audit opinion from Auditor-General of South Africa	Unqualified Audit Opinion	-	Unqualified Audit Opinion	-	-

### Explanation of Planned Performance over the Five Year Planning Period

Critical to the performance of the Finance Component is the requirements in terms of the PFMA, National Treasury and Provincial Treasury regulations. Emphasis is placed on compliance with the prescripts. These inform the outputs and key performance indicators set for the Component. Continuous staff development and review of policies and SOP's are key to ensure compliance.

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Finance	11 814	12 774	13 200	15 018	14 749	15 491	16 221
<b>Total</b>	<b>11 814</b>	<b>12 774</b>	<b>13 200</b>	<b>15 018</b>	<b>14 749</b>	<b>15 491</b>	<b>16 221</b>

#### Economic Classification

Current payments							
Compensation of employees	3 836	3 404	4 745	5 000	5 933	6 212	6 504
Goods and services	6 654	7 450	6 892	7 406	7 230	7 567	7 924
<b>Payments for capital assets</b>	<b>1 324</b>	<b>1 920</b>	<b>1 563</b>	<b>2 612</b>	<b>1 586</b>	<b>1 712</b>	<b>1 793</b>
<b>Total</b>	<b>11 814</b>	<b>12 774</b>	<b>13 200</b>	<b>15 018</b>	<b>14 749</b>	<b>15 491</b>	<b>16 221</b>

## 4.6 Component 6: Corporate Services

### Component purpose

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

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Alignment with the provincial government's strategic priorities, within a prescribed strategic framework	Legislative compliance	6.1. Number of Annual Performance Plans (APP) published	1	1	1	1	1	1	1
		6.2. Number of quarterly performance reports submitted to DotP	4	4	4	4	4	4	4
		6.3. Number of quarterly performance reports submitted to Parent department	4	4	4	4	4	4	4

### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
6.1. Number of Annual Performance Plans (APP) published	1	-	-	-	1
6.2. Number of quarterly performance reports submitted to DotP	4	1	1	1	1
6.3. Number of quarterly performance reports submitted to Parent department	4	1	1	1	1

## Explanation of Planned Performance over the Five Year Planning Period

### Human Resource Management

Human Resource Management reflects the centralized/ strategic human capital function that operates within a complex and dynamic environment. The role of HRM within this complex environment is to provide advice and support to managers and employees in order to optimize the performance of the Authority's diverse workforce.

The articulation of our support and our responsibility to the workforce of the Authority is captured below:

Human Resource Management will focus on 4 key overarching activities:

#### 1. Personnel Services

Providing innovative responsive, fair and consistent recruitment, selection, and remuneration services to the Components, employees and job applicants to ensure that the Authority employs and retains a qualified and diverse workforce.

#### 2. Employee and Labour Relations

In order to promote a high quality workforce and collaborative relationships between employees, management and employee organizations the HR team will provide guidance, training and recommendations on managing performance and conduct issues as well as resolving grievances at the lowest level.

#### 3. Equal Employment Opportunity

Promoting equal employment opportunities for all employees and applicants (i.e. women and persons with disabilities) in order to achieve a diverse, inclusive workplace, foster a productive work environment and provide guidance and training to components and employees on EE compliance.

#### 4. Employee Wellness

Provide benefits education and problem resolution to employee and family members and manage an employee wellness program to optimize health and productivity and promote a healthy and supportive work environment.

### Strategic and Performance Monitoring

Performance Management has never been more critical in the public sector than it is today. Governments around the world take this extremely seriously and many have introduced legislations and frameworks for this specific purpose in the organizations that report to them. This then allows for the frameworks to provide for the managing and measuring of performance and many prescribe performance indicators with targets; and several make the measurement data publicly available, for example via tables or performance scorecards.

Yet as worthy as these intentions and processes are, many public sector organizations approach Performance Management very mechanistically, with an emphasis on collecting and reporting data, often simply to keep regulators happy.

Application of performance management analytics:

Once organisations have collected meaningful data, they must analyze it before they can work out what it means – e.g. how they may need to change things to improve success against key goals. Performance Management analytics' provide tools and techniques enabling organisations to convert their performance data into relevant information and knowledge. Without it, the whole Performance Management exercise is of little or no value to the organisation.

### Programme Recourse Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Corporate Services	9 860	10 802	8 421	10 767	11 234	11 764	12 315
<b>Total</b>	<b>9 860</b>	<b>10 802</b>	<b>8 421</b>	<b>10 767</b>	<b>11 234</b>	<b>11 764</b>	<b>12 315</b>

#### Economic Classification

Current payments							
Compensation of employees	4 063	4 330	5 133	5 205	5 668	5 935	6 213
Goods and services	3 010	5 059	3 262	4 759	4 876	5 105	5 345
<b>Payments for capital assets</b>	<b>2 787</b>	<b>1 413</b>	<b>26</b>	<b>803</b>	<b>690</b>	<b>723</b>	<b>757</b>
<b>Total</b>	<b>9 860</b>	<b>10 802</b>	<b>8 421</b>	<b>10 767</b>	<b>11 234</b>	<b>11 764</b>	<b>12 315</b>

More and more emphasis is placed on compliance with regulations and this in turn adds to the already onerous workload of the limited staff compliment 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.

## 5. Updated Key Risks and Mitigation from the SP

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 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 <sup>2</sup> .	The objective is to increase the Authority's enforcement capacity of the WCLA as part of its contribution towards the Safety Plan through leading the work on alcohol related harms reduction. The Authority is implementing a pilot project of additional enforcement capacity funded from own revenue. The Authority will continue to explore the possibility of securing additional enforcement capacity for the WCLA through the 1000 boots on the ground Law Enforcement Advancement Programme (LEAP). The fiscus would initially fund the deployment. Applying a differential approach to the implementation to the various tariffs or staggering the increase over time would accelerate the Liquor Industry's sustainable contribution towards the reduction of alcohol related harms and making the WCLA self-sustainable.
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

Outcome	Key Risk	Risk Mitigation
An organisation with a staff establishment fit for purpose	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.
Achieving the mandate and objectives of the Western Cape Liquor Authority	The Authority may not be able to fully deliver on its mandate and objectives due to the adverse impact of the pandemic.	<p>The Authority will deal with the impact of COVID-19 in a phased approach.</p> <p>In the first phase the Authority will seek to ensure that its operations will resume during the pandemic.</p> <p>In phase two the Authority will ensure that it responds to the decline in revenue as a result of the pandemic through an adjustment budget process.</p> <p>Phase three will look at the long term impact in order to provide a sustainable response to the pandemic.</p>
Innovation across government and culture change in the Western Cape	Lack of automation leading to process inefficiencies	Seeking budget to implement final stage of the automation process.

## 6. Public Entities

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

## 7. Infrastructure Projects

No	Project Name	Pro-gramme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
N/A								

## 8. Public Private Partnerships

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
N/A				

## PART D: Technical Indicator Description (TID)

d

### Liquor Licensing Administration

Indicator number	1.1
Indicator title	Percentage of permanent and secondary license applications received by the Liquor Licensing Administration processed within prescribed timeframes
Short definition	<p>The percentage of permanent and secondary license applications that have been prepared by the Administrator and forwarded to the Tribunal for consideration within the prescribed timeframes. The list of license applications are as follows:</p> <ul style="list-style-type: none"> <li>• Section 36 (permanent) - 120 days</li> <li>• Section 51 (1)&amp;(2) (secondary) - 70 days</li> <li>• Section 53 (secondary) - 70 days</li> <li>• Section 65(1) (secondary) - 70 days</li> <li>• Section 66(2) (secondary) - 120 days</li> </ul>
Purpose	To ensure that permanent and secondary license applications are prepared and forwarded to the Tribunal within the prescribed timeframes.
Source of data	<p>An application is regarded as processed when it is ready to be enrolled for first time consideration and is forwarded to the Tribunal.</p> <p>A printed report will be obtained from the LMaTS system.</p> <p>Copies of applications are kept on file with the Authority and are available on request.</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>
Calculation type	<p>Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date</p> <p><b>x Non-cumulative</b></p>
Reporting cycle	<p><b>x Quarterly</b> <input type="checkbox"/> Bi-annually</p> <p><input type="checkbox"/> Annually <input type="checkbox"/> Biennially</p>
Desired performance	<p><input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target</p>
Indicator Responsibility	Senior Manager: Liquor Licensing Administration
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	<p>Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b></p> <p>Extent:</p> <p><b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b></p>
Disaggregation of beneficiaries (where applicable)	<p>Target for women: <b>N/A</b></p> <p>Target for youth: <b>N/A</b></p> <p>Target for people with disabilities: <b>N/A</b></p> <p>Target for older persons: <b>N/A</b></p>
Recovery Plan Priority Areas	<p><input type="checkbox"/> Jobs <b>x Safety</b> <input type="checkbox"/> Well-being &amp; Dignity <input type="checkbox"/> No Link</p>
Assumptions	There will be sufficient uptime of the electronic License Management and Tracking System
Means of verification	System generated reports

## Liquor Licensing Administration (continued)

Data limitations	Dependent on factors such as the submission of complete applications by applicants and/ liquor consultants as well as the timeous submission of reports by the Designated Liquor Officers and Municipalities.
Type of Indicator	Service delivery indicator – direct impact – measure outputs
	Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	1.1

## Liquor Licensing Tribunal

Indicator number	2.1
Indicator title	Percentage of permanent and secondary license applications considered by the Liquor Licensing Tribunal within the prescribed time frames.
Short definition	<p>The percentage of permanent and secondary license applications that have been considered by the Tribunal within the prescribed timeframes. The list of license applications are as follows:</p> <ul style="list-style-type: none"> <li>• Section 36 (permanent) - 50 days</li> <li>• Section 51 (1)&amp;(2) (secondary) - 30 days</li> <li>• Section 53 (secondary) - 30 days</li> <li>• Section 65(1) (secondary) - 30 days</li> <li>• Section 66(2) (secondary) - 30 days</li> </ul>
Purpose	To ensure that permanent and secondary license applications are considered by the Tribunal within the prescribed timeframes.
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"> <li>• Granted</li> <li>• Conditionally granted</li> <li>• Postponed</li> <li>• Refused</li> </ul> <p>Liquor License applications considered will be all applications on the case roll considered during the year under review.</p> <p>A printed report will be obtained from the LMaTS system</p> <p>Copies of the consideration sheets/ minutes are kept on file with the Authority 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>Numerator/ Denominator x 100</p>

## Liquor Licensing Tribunal (continued)

Calculation type	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> <b>x Non-cumulative</b>
Reporting cycle	<b>x Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b> Extent: <b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <b>x Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	The LLT will be sufficiently quorated
Means of verification	System generated reports
Data limitations	The availability of Tribunal members (quorum)
Type of Indicator	Service delivery indicator – direct impact – measure outputs Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <b>x No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence <b>Output:</b> Western Cape Liquor Amendment Bill enacted <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	2.1

Indicator number	2.2
Indicator title	Percentage of all enforcement matters finalized by the Liquor Licensing Tribunal within 60 days of referral
Short definition	To finalize all enforcement matters within 60 days of referral.
Purpose	To ensure that all enforcement matters are finalised by the Tribunal within 60 days of referral.
Source of data	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: <ul style="list-style-type: none"> <li>• License revoked</li> <li>• License suspended</li> </ul>

## Liquor Licensing Tribunal (continued)

	<ul style="list-style-type: none"> <li>• New conditions imposed</li> <li>• Impose a fine</li> <li>• Application dismissed</li> <li>• Any other appropriate action</li> </ul>
Method of calculation	<p>The number of days from date the matter is referred 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 matters referred to the Tribunal. The numerator is equal to the number of matters finalised by the Tribunal within 60 days of referral.</p> <p>Numerator/ Denominator x 100</p>
Calculation type	<p>Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date</p> <p><b>x Non-cumulative</b></p>
Reporting cycle	<p><b>x Quarterly</b> <input type="checkbox"/> Bi-annually</p> <p><input type="checkbox"/> Annually <input type="checkbox"/> Biennially</p>
Desired performance	<p><input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target</p>
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	<p>Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b></p> <p>Extent:</p> <p><b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b></p>
Disaggregation of beneficiaries (where applicable)	<p>Target for women: <b>N/A</b></p> <p>Target for youth: <b>N/A</b></p> <p>Target for people with disabilities: <b>N/A</b></p> <p>Target for older persons: <b>N/A</b></p>
Recovery Plan Priority Areas	<p><input type="checkbox"/> Jobs <b>x Safety</b> <input type="checkbox"/> Well-being &amp; Dignity <input type="checkbox"/> No Link</p>
Assumptions	The LLT will be sufficiently quorated
Means of verification	A printed report obtained from the LMaTS system and/ or signed excel spreadsheets
Data limitations	The availability of Tribunal members (quorum)
Type of Indicator	<p>Service delivery indicator – direct impact – measure outputs</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> Yes, demand driven <b>x No, not demand driven</b></p>
Strategic Link (PSP 2019/24)	<p><b>VIP 1:</b> Safe and Cohesive Communities</p> <p><b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence</p> <p><b>Output:</b> Western Cape Liquor Amendment Bill enacted</p> <p><b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)</p>
COVID-19 Linkage	N/A
AOP Reference	2.2

## Communication, Education and Stakeholder Relations

Indicator number	3.1
Indicator title	Number of engagements with local authorities
Short definition	Number of meetings or information sharing sessions held with municipalities
Purpose	To inform municipalities regarding the Alcohol Harms Reduction approach and municipal report content that will assist the tribunal when considering applications.
Source of data	Signed attendance registers and/or email confirmations and/or virtual meeting attendance reports
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	Municipalities will accept invites and attend sessions/workshops and/or respond to communication.
Means of verification	Printed file as a portfolio of evidence.
Data limitations	N/A
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	3.1

## Communication, Education And Stakeholder Relations (continued)

Indicator number	3.2
Indicator title	Number of public participation interventions attended with Stakeholders
Short definition	Number of meetings or information sharing sessions held with stakeholders
Purpose	<p>To inform all stakeholders that they can raise objections or comment in favour of liquor license applications and complaints against a liquor license premises that transgress their liquor license conditions and the laws.</p> <p>These stakeholders will also assist us in spreading this message in communities to make them aware that they can also participate in the above mentioned.</p> <p>Stakeholders include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Neighbourhood Watches</li> <li>• Community Police Forums</li> <li>• Departments</li> <li>• NGO's</li> <li>• NPO's</li> </ul>
Source of data	Signed attendance registers and/or email confirmations and/or virtual meeting attendance reports
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	Stakeholders will accept invites and attend sessions/ workshops and / or respond to communication
Means of verification	Printed file as a portfolio of evidence.
Data limitations	N/A
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven

## Communication, Education And Stakeholder Relations (continued)

Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	3.2

Indicator number	3.3
Indicator title	Report on public participation in the application processes
Short definition	Drafting and submission of a report on the number of liquor license applications that have public comment
Purpose	To measure the public participation during the liquor application process.
Source of data	Viewing of new applications and removal application to establish whether public comments were received. Feedback Report on the findings.
Method of calculation	Each report will count as one.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be an increase in public participation in the application process.
Means of verification	Printed file as a portfolio of evidence.
Data limitations	N/A
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven

## Communication, Education And Stakeholder Relations (continued)

Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	3.3

Indicator number	3.4
Indicator title	Report on public participation in the enforcement processes
Short definition	Drafting and submission of a report on the number of non-compliance complaints received from any complainant
Purpose	To measure the participation from the public with regards to non-compliance with liquor license conditions and the laws.
Source of data	Emails, letters, telephone calls from complainants Feedback Report
Method of calculation	Each report will count as one.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be an increase in public participation in the application process.
Means of verification	Printed file as a portfolio of evidence.
Data limitations	N/A
Type of Indicator	Service delivery indicator – direct impact – measure outputs
	Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven

## Communication, Education And Stakeholder Relations (continued)

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)
COVID-19 Linkage	N/A
AOP Reference	3.4

Indicator number	3.5
Indicator title	Number of awareness sessions with license holders directed at priority groupings of women and youth
Short definition	Number of awareness or information sharing sessions held with licensed holders directed at women and youth alcohol related issues
Purpose	To create awareness at license holders regarding women and youth vulnerability when it comes to the consumption and abuse of liquor.
Source of data	Signed attendance registers and / or email communication confirmation and / or virtual meeting held
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one.
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	License holders will accept invites and attend sessions/workshops and/or respond to communication
Means of verification	Printed file as a portfolio of evidence.
Data limitations	N/A
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven

## Communication, Education And Stakeholder Relations (continued)

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)
COVID-19 Linkage	N/A
AOP Reference	3.5

## Compliance and Enforcement

Indicator number	4.1
Indicator title	Percentage of licenses issued in the previous financial year inspected in the current financial year
Short definition	To monitor compliance of licensed liquor outlets which entered the regulated environment within the financial year after it was issued. This refers only to Section 36 license applications.
Purpose	To ensure that licensed outlets that entered the regulated environment are inspected within a reasonable time after the issue of the license. Such intervention will ensure that new entrants are not only familiar with the conditions of their licenses, but also put measures in place to ensure that they comply with the provision of the Act as well as the conditions of the license. This intervention further aims to proactively ensure that new licensees commence and continue with business in a responsible manner.
Source of data	A system generated report will be obtained from the LMaTS system indicating the number of licenses issued in the previous financial year and excel register/ system generated report indicating the WCP number and date of inspection (inspection forms will be available on request).  <b>*It must be noted that where the license holder/manager/employee refuses to sign the signature of the inspector will be sufficient. Circumstances of a visit to any licensed premises must be recorded for those cases which did not require a signature of a licensee/manager/employee.</b>
Method of calculation	The percentage will be calculated as follows:  The Denominator is equal to the number of licenses issued in the previous financial year. The numerator is equal to the number of such licenses inspected within the current financial year.  $\text{Numerator} / \text{Denominator} \times 100$
Calculation type	<input checked="" type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input checked="" type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Compliance and Enforcement
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province

## Compliance and Enforcement (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	There will be sufficient capacity and resources to conduct inspections
<b>Means of verification</b>	System generated report and inspection forms
<b>Data limitations</b>	The component currently relies on the services of one administrator who captures all information on the LMATS system. The inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data.
<b>Type of Indicator</b>	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	4.1

<b>Indicator number</b>	4.2
<b>Indicator title</b>	Number of enforcement operations with other agencies conducted
<b>Short definition</b>	Number of enforcement operations conducted. This will include joint operations with SAPS and/or Law Enforcement.
<b>Purpose</b>	Ensuring the safety of Inspectors in areas where such risks has been identified.
<b>Source of data</b>	Inspectors are required to submit reports after enforcement operations have been conducted and these reports are recorded in an operations register. The register is utilized to keep record of the number of operations conducted.
<b>Method of calculation</b>	Each copy of enforcement operation report will count as one
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially

## Compliance and Enforcement (continued)

Desired performance	<input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Compliance and Enforcement
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b> Extent: <b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <b>x Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Operation reports
Data limitations	Operations are normally guided by the risks associated with certain areas and therefore operations might be demand driven and also guided by the availability of the SAPS or Law Enforcement officials.
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <b>x No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	4.2

Indicator number	4.3
Indicator title	Percentage of complaints received investigated within 30 days
Short definition	All complaints received from the public must be attended to within 30 days by having contact with the complainant and reporting on the investigation of such complaint.
Purpose	This indicator will ensure that cases of non-compliance are addressed within a reasonable time and to develop a trust relationship with the community who should work closely with authorities to address alcohol harms. Although investigations may take longer to finalise, the indicator will ensure regular feedback to communities who are affected by the actions of irresponsible traders.
Source of data	Complaints register which contains relevant information related to complaints.

## Compliance and Enforcement (continued)

Method of calculation	Denominator: Number of complaints registered in complaints register Numerator: Number of complaints attended to within 30 days according to "Date attended to"
Calculation type	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <b>x Non-cumulative</b>
Reporting cycle	<b>x Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Compliance and Enforcement
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b> Extent: <b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <b>x Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Complaints register
Data limitations	Certain complainants opt to remain anonymous which makes it difficult to keep contact with such complainants.
Type of Indicator	Service delivery indicator – direct impact – measure outputs Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <b>x No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	4.3

Indicator number	4.4
Indicator title	Number of inspections conducted focused on under-age drinking and access to restricted areas
Short definition	To monitor compliance with the provisions of the Act by licensed liquor outlets.
Purpose	To ensure licensed liquor outlets comply with the provisions of the Act specifically in terms of provisions which deals with under-age drinking and access by minors to restricted areas.

## Compliance and Enforcement (continued)

Source of data	Each inspection will count as one.
Method of calculation	Signed excel spreadsheets/ LMaTS report. Signed inspection form will be available on request. <b>*It must be noted that where the license holder/manager/employee refuses to sign the signature of the inspector will be sufficient. Circumstances of a visit to any licensed premises must be recorded for those cases which did not require a signature of a licensee/manager/employee.</b>
Calculation type	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Compliance and Enforcement
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
Disaggregation of beneficiaries (where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Inspection forms
Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data.
Type of Indicator	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> No, not demand driven
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	4.4

## Compliance and Enforcement (continued)

Indicator number	4.5
Indicator title	Percentage of licenses waiting to be inspected, as at the end of the previous financial year , inspected within the current financial year
Short definition	To monitor compliance of licensed liquor outlets that have not been inspected over the last four year period.
Purpose	To ensure that all licensed outlets that have entered the regulated environment are inspected periodically within reasonable intervals. Such intervention will ensure that all licensed premises are familiar with their license conditions, but also put measures in place to ensure that they comply with the provisions of the Act. This intervention further aims to proactively ensure that all licensees continue with business in a responsible manner.
Source of data	<p>A system generated report will be obtained from the LMaTS system indicating the number of "Licenses awaiting inspection" as at the end of the previous financial year. This report will indicate the number of licenses awaiting inspections as well as have a link that will generate a list of licenses with their respective WCP numbers making up that number.</p> <p><b>*It must be noted that where the license holder/manager/employee refuses to sign the signature of the inspector will be sufficient. Circumstances of a visit to any licensed premises must be recorded for those cases which did not require a signature of a licensee/manager/employee.</b></p>
Method of calculation	<p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of "Licenses awaiting inspection" at the end of the previous financial year. The numerator is equal to the number of such licenses inspected within the current financial year.</p> <p>Numerator/ Denominator x 100</p>
Calculation type	<input checked="" type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input checked="" type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Indicator Responsibility	Senior Manager: Compliance and Enforcement
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	<p>Number of locations:      <input type="checkbox"/> Single Location      <input checked="" type="checkbox"/> Multiple Locations</p> <p>Extent:  <input checked="" type="checkbox"/> Provincial    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address            Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b></p>
Disaggregation of beneficiaries (where applicable)	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	System generated report and inspection forms

## Compliance and Enforcement (continued)

Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data.
Type of Indicator	Service delivery indicator – direct impact – measure outputs
	Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <b>x No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	4.5

## Finance

Indicator number	5.1
Indicator title	Percentage expenditure in relation to the allocated budget
Short definition	Amount of budget spent and committed against the budget allocation
Purpose	To assess the institutions capacity to spend against the planned budget
Source of data	IYM, database, EPRE, ENE
Method of calculation	Actual expenditure plus commitments divided by approved budget calculated as a percentage  Numerator is equal to the actual budget spent and contractually committed (actual expenditure + commitments)/Denominator is equal to approved budget at the beginning of the financial year (approved budget)
Calculation type	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <b>x Non-cumulative</b>
Reporting cycle	<b>x Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <b>x On target</b> <input type="checkbox"/> Lower than target
Indicator Responsibility	Chief Financial Officer
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province
Spatial Context (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <b>x Multiple Locations</b> Extent: <b>x Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>

## Finance (continued)

Disaggregation of beneficiaries (where applicable)	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
Recovery Plan Priority Areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
Assumptions	The readily availability of real time data
Means of verification	Audited Annual Financial Statements
Data limitations	Challenges with real-time data
Type of Indicator	Service delivery indicator – direct impact – measure outputs
	Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
Strategic Link (PSP 2019/24)	<b>VIP 1:</b> Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
COVID-19 Linkage	N/A
AOP Reference	5.1

Indicator number	5.2
Indicator title	Percentage of invoices paid within 30 days after receipt of invoice
Short definition	The number of invoices paid within 30 days of receipt by the institution against the total number of invoices received by the institution.
Purpose	To enable suppliers to have sufficient funding to operate their business and to comply with PFMA (S30)
Source of data	Signed excel database providing the following information: <ul style="list-style-type: none"> <li>• Name of supplier</li> <li>• Invoice number</li> <li>• Amount of invoice</li> <li>• Date received</li> <li>• Date paid</li> </ul>
Method of calculation	Number of invoices paid within 30 days of receipt by the institution over the total number of invoices received by the institution*100 Numerator (number of invoices paid within 30 days)/Denominator (total number of invoices received)
Calculation type	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
Reporting cycle	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
Indicator Responsibility	Chief Financial Officer
Spatial transformation (where applicable)	All Districts and Municipalities of the Western Cape Province

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## Finance (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	Suppliers submit the correct invoice timeously
<b>Means of verification</b>	Excel spreadsheet
<b>Data limitations</b>	None
<b>Type of Indicator</b>	Service delivery indicator – direct impact – measure outputs Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence <b>Output:</b> Western Cape Liquor Amendment Bill enacted <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	5.2

<b>Indicator number</b>	5.3
<b>Indicator title</b>	Audit opinion from Auditor-General of South Africa
<b>Short definition</b>	Outcome of the audit conducted by the Auditor-General of South Africa (AGSA). <b>Note:</b> 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).
<b>Purpose</b>	Monitors the outcome of the audit conducted by the AGSA
<b>Source of data</b>	Audit Report of AGSA
<b>Method of calculation</b>	Audit opinion expressed in Audit Report of AGSA
<b>Calculation type</b>	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Indicator Responsibility</b>	Chief Financial Officer
<b>Spatial transformation (where applicable)</b>	All Districts and Municipalities of the Western Cape Province

## Finance (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	Audit by the AGSA will be completed within the prescribed timeframes
<b>Means of verification</b>	Audit Report from the AGSA
<b>Data limitations</b>	Timeous availability of the Audit Report of the AGSA
<b>Type of Indicator</b>	Service delivery indicator – direct impact – measure outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	5.3

## Corporate Services

<b>Indicator number</b>	6.1
<b>Indicator title</b>	Number of Annual Performance Plans (APP) published
<b>Short definition</b>	The publication of the Authority's Annual Performance Plan
<b>Purpose</b>	To ensure compliance with the PFMA in terms of the publication of the Authority's Annual Performance Plan
<b>Source of data</b>	Strategic Planning and Review Sessions/draft Annual Performance Plans
<b>Method of calculation</b>	A printed and bound APP will count as one
<b>Calculation type</b>	Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Indicator Responsibility</b>	Senior Manager: Corporate Service
<b>Spatial transformation (where applicable)</b>	All Districts and Municipalities of the Western Cape Province

## Corporate Services (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	Information required from Components will be accurate and received timeously
<b>Means of verification</b>	Printed and bound Annual Performance Plan
<b>Data limitations</b>	Non-timeous printing and binding service provided by the service provider Non-timeous submission of inputs to the APP from components
<b>Type of Indicator</b>	Service delivery indicator – indirect impact – measures outputs Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities
	<b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	<b>Output:</b> Western Cape Liquor Amendment Bill enacted
	<b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	6.1

<b>Indicator number</b>	6.2
<b>Indicator title</b>	Number of quarterly performance reports submitted to DotP
<b>Short definition</b>	Quarterly Performance Reports (QPR) submitted via the eQPRS
<b>Purpose</b>	To report on quarterly performance achievements against indicator targets as set in the APP
<b>Source of data</b>	Quarterly certificate of approval signed off by the CEO
<b>Method of calculation</b>	Each signed certificate of approval submitted will count as one
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Indicator Responsibility</b>	Senior Manager: Corporate Services
<b>Spatial transformation (where applicable)</b>	All Districts and Municipalities of the Western Cape Province

## Corporate Services (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	Information required from Components will be accurate and received timeously
<b>Means of verification</b>	Quarterly signed certificate of approval
<b>Data limitations</b>	The non-timeous submission of data from components
<b>Type of Indicator</b>	Service delivery indicator – indirect impact – measures outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	6.2

<b>Indicator number</b>	6.3
<b>Indicator title</b>	Number of quarterly performance reports submitted to Parent department
<b>Short definition</b>	Quarterly Performance Reports (QPR) reports in prescribed format
<b>Purpose</b>	To report on quarterly performance achievements against indicator targets as set in the APP
<b>Source of data</b>	Signed QPR reports submitted to parent department
<b>Method of calculation</b>	Each QPR report submitted will count as one
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Indicator Responsibility</b>	Senior Manager: Corporate Services
<b>Spatial transformation (where applicable)</b>	All Districts and Municipalities of the Western Cape Province

## Corporate Services (continued)

<b>Spatial Context</b> (Relevant where products and services are delivered, specifically to the public)	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: <b>Services are provided in all Districts and Municipalities of the Western Cape Province</b>
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: <b>N/A</b> Target for youth: <b>N/A</b> Target for people with disabilities: <b>N/A</b> Target for older persons: <b>N/A</b>
<b>Recovery Plan Priority Areas</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & Dignity <input type="checkbox"/> No Link
<b>Assumptions</b>	Information required from Components will be accurate and received timeously
<b>Means of verification</b>	Quarterly signed QPR reports
<b>Data limitations</b>	The non-timeous submission of data from components
<b>Type of Indicator</b>	Service delivery indicator – indirect impact – measures outputs  Is this a Demand Driven Indicator? <input type="checkbox"/> Yes, demand driven <input checked="" type="checkbox"/> <b>No, not demand driven</b>
<b>Strategic Link (PSP 2019/24)</b>	<b>VIP 1:</b> Safe and Cohesive Communities  <b>Focus Area 2:</b> Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence  <b>Output:</b> Western Cape Liquor Amendment Bill enacted  <b>Intervention:</b> WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
<b>COVID-19 Linkage</b>	N/A
<b>AOP Reference</b>	6.3

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