



WESTERN CAPE
LIQUOR AUTHORITY

Annual Performance Plan 2020/21

Western Cape Liquor Authority

Annual Performance
Plan for 2020/2021

Western Cape Province

EXECUTIVE AUTHORITY STATEMENT

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

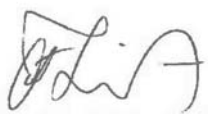
Various studies have confirmed that alcohol abuse remains a key driver of violent crime, particularly domestic violence, in the Western Cape. The negative impacts of alcohol are amplified by a weak regulatory environment. The Western Cape Government has thusly adopted the White Paper on Alcohol Harms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

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

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

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

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



Albert Fritz

Executive Authority: The Western Cape Liquor Authority

ACCOUNTING AUTHORITY STATEMENT

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

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

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

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

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

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

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

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

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



Thembalihle Sidaki

Accounting Authority: The Western Cape Liquor Authority

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

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

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Deputy Director
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Mr Marvin Jackson
Deputy Director
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Mr Sandiso Gcwabe
Chief Financial Officer

Signature:



Mrs Leatitia Petersen
Acting Chief Executive Officer

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Adv Thembalihle Sidaki
Accounting Authority

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Approved by:
MEC Albert Fritz
Executive Authority

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

Public Finance Management Act, 1999 (1 of 1999)

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

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

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

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

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

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

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

2. Updates to Institutional Policies and Strategies

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

The 2005 policy had five objectives, namely:

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

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

The purpose of the policy is to:

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

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

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

PART B: Our Strategic Focus

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

Amongst the Member States, which includes South Africa, consensus was reached for a Global strategy to reduce the harmful use of alcohol and its associated health and social burden as a public health priority. South Africa's alcohol consumption rate has climbed with the country now ranked as one of the top 20 biggest drinking nations according to a statistical update from WHO (tracking alcohol consumption across 194 countries). In South Africa, the tangible financial cost of harmful alcohol consumption amounts to approximately R37.9 billion annually, including the cost of health care, crime and social welfare, alcohol treatment and prevention, and road traffic accidents (White Paper pg.14).

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

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

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

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

In 2015 the Western Cape Provincial Cabinet directed that an alcohol related harms reduction policy be developed to guide the Western Cape Government's approach to alcohol generally and the regulation in particular.

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

On 11 September 2017, a White Paper on Alcohol Harms Reduction was adopted by the Western Cape Provincial Cabinet which was published in the Provincial Government Gazette Extraordinary, number 7824.

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

The Western Cape Liquor Authority is mandated by the current Western Cape Liquor Act, 4 of 2008 (as amended) to administer liquor regulation in an area spanning over 129 462 km² in the Western Cape and serving a population numbering 6 510 300 (Statistics South Africa Mid-year population estimates, 2017). The Western Cape Liquor Authority regulates the retail sale and micro-manufacturing in the Western Cape. This requires the WCLA to continuously assess the “environment” of liquor production, distribution and consumption as well as its own capacity to deliver given resource constraints. The WCLA acknowledges that although legislation needs to be revisited to provide for more targeted interventions to address alcohol harms reduction, the current legislation (considering license applications and thorough enforcement) does provide for public interest matters to be considered through which alcohol harms can begin to be addressed. This new five year strategic plan, for that reason, is based on an alcohol harms reduction approach providing for specific activities in line with the new policy approach.

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

Organisational environment

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

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

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

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

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



Liquor Licensing Administration

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

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

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

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

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

Liquor Licensing Tribunal

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

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

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

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

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

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

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

1. Finalisation of applications within legislative time frames.

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

2. Enforcement matters

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

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

3. Public Interest

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

Communication, Education and Stakeholder Relations

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

1. Community Participation

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

2. Municipalities

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

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

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

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

3. Strategic partnerships

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

4. Liquor License Holders and Staff training

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

5. Woman, Youth and Children

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

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

6. Data and information

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

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

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

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

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

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

Compliance and Enforcement

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

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

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

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

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

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

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

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

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

Finance

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

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

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

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

Corporate Services

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

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

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

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

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

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

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

Description of the strategic planning process

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

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

PART C: 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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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	New	80%	90%	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	80%	80%	80%	80%	80%

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		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Liquor Licensing Tribunal	8 070	9 317	11 721	9 535	10 133	10 713	10 815
Total	8 070	9 317	11 721	9 535	10 133	10 713	10 815

Economic Classification

Current payments							
Compensation of employees	5 571	6 677	7 132	7 766	8 291	8 925	9 200
Goods and services	2 499	2 416	4 582	1 769	1 778	1 788	1 615
Payments for capital assets		224	7	0	64	0	0
Total	8 070	9 317	11 721	9 535	10 133	10 713	10 815

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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	New	80%	90%	100%
		2.2 Percentage of all enforcement matters finalized by the Liquor Licensing Tribunal within 60 days of referral	New	New	New	New	80%	90%	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	80%	80%	80%	80%	80%
2.2 Percentage of all enforcement matters finalized by the Liquor Licensing Tribunal within 60 days of referral	80%	80%	80%	80%	80%

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 using a zero tolerance approach in respect of the following transgressions:

- Contravention of the license conditions;
- Sale/supply of liquor to minors and allowing minors to enter a restricted area;
- Supply 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		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Liquor Licensing Tribunal	2 694	4 087	3 574	3 878	4 111	4 308	4 399
Total	2 694	4 087	3 574	3 878	4 111	4 308	4 399

Economic Classification

Current payments							
Compensation of employees	2 413	3 692	3 358	3 563	3 828	4 113	4 249
Goods and services	281	168	212	315	283	195	150
Payments for capital assets	-	218	4				
Total	2 694	4 078	3 574	3 878	4 111	4 308	4 399

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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	New	26	26	26
		3.2 Number of public partici- pation inter- ventions attended with Stake- holders	New	New	New	New	36	36	36
		3.3 Report on public partici- pation in the applica- tions processes	New	New	New	New	4	4	4
		3.4. Report on public partici- pation in the enforce- ment processes	New	New	New	New	4	4	4
		3.5. Number of awareness sessions with license holders directed at priority groupings of women and youth	New	New	New	New	10	12	14

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	10	3	3	2	2

Explanation of Planned Performance over the Five Year Planning Period

With a strong focus on mobilizing 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 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		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Communication, Education and Stakeholder Relations	3 570	3 432	4 278	3 798	4 052	4 316	4 549
Total	3 570	3 432	4 278	3 798	4 052	4 316	4 549

Economic Classification

Current payments							
Compensation of employees	2 071	2 586	2 782	2 912	3 126	3 348	3 559
Goods and services	1 499	758	1 407	886	926	968	990
Payments for capital assets		88	89				
Total	3 570	3 432	4 278	3 798	4 052	4 316	4 549

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Compliance with the Act and license conditions by license holders	Proactive measures to ensure compliance	4.1 Number of applications granted inspected within 12 months after date of issue	New	New	New	New	500	550	600
		4.2 Number of enforcement operations with other agencies conducted	69	80	79	80	80	80	80
		4.3 Percentage of complaints received investigated within 30 days	New	New	New	New	80%	90%	100%
		4.4 Number of inspections conducted focused on under-age drinking and access to restricted areas	New	New	New	New	500	550	600

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.1 Number of applications granted inspected within 12 months after date of issue	500	125	125	125	125
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	80%	80%	80%	80%	80%
4.4 Number of inspections conducted focused on under-age drinking and access to restricted areas	500	125	125	125	125

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		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Compliance and Enforcement	5 248	7 276	8 702	9 060	9 595	10 349	10 725
Total	5 248	7 276	8 702	9 060	9 595	10 349	10 725

Economic Classification

Current payments							
Compensation of employees	5 103	6 529	7 706	8 608	9 200	9 888	10 375
Goods and services	145	262	238	333	286	341	350
Payments for capital assets		485	758	119	109	120	
Total	5 248	7 276	8 702	9 060	9 595	10 349	10 725

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		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Compliance with relevant legislation and National and Provincial Treasury Instructions	Legislative compliance	5.1. Percentage expenditure in relation to the allocated budget*	97%	94%	99%	98%	98%	98%	98%
		5.2. Percentage of invoices paid within 30 days after receipt of invoice	New	New	New	New	100%	100%	100%

* 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%

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		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Finance	-	11 814	12 774	13 200	14 010	14 795	14 161
Total	-	11 814	12 774	13 200	14 010	14 795	14 161

Economic Classification

Current payments							
Compensation of employees		3 836	3 404	4 745	5 111	5 493	5 725
Goods and services		6 654	7 450	6 892	7 264	7 591	7 925
Payments for capital assets		1 324	1 920	1 563	1 635	1 711	511
Total	-	11 814	12 774	13 200	14 010	14 795	14 161

4.6 Component 6: Corporate Services

Component purpose

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual performance			Estimated performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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 WCLA's diverse workforce.

The articulation of our support and our responsibility to the workforce of the WCLA is captured in the diagram 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 WCLA 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 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 legislation 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 organizations 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 organizations 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 organization.

Programme Recourse Considerations

Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2016/17 R'000	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000
Corporate Services	23 217	9 860	10 802	8 421	8 901	9 413	9 957
Total	23 217	9 860	10 802	8 421	8 901	9 413	9 957

Economic Classification

Current payments							
Compensation of employees	8 581	4 063	4 330	5 133	5 534	5 922	6 142
Goods and services	10 674	3 010	5 059	3 262	3 340	3 462	3 665
Payments for capital assets	3 962	2 787	1 413	26	27	29	150
Total	23 217	9 860	10 802	8 421	8 901	9 413	9 957

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 WCLA'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 ² .	Joint planned operations, collaboration with other law enforcement agencies, the automation of the inspections through the use of electronic devices and a revisit the organisational structure to increase the enforcement footprint.
Compliance with relevant legislation and National and Provincial Treasury Instructions	Negative audit outcome due to non-compliance to the PFMA, GRAP, NTR and internal policies.	Training interventions identified and addressed
Alignment with the provincial government's strategic priorities, within a prescribed strategic framework	Capacity constraints in terms of successfully making an impact on the provincial strategic priority VIP1	The design of an appropriate structural configuration for the WCLA. In the interim the employment of externally funded interns and learnerships on contract basis to provide additional capacity to Components at the forefront of service delivery.

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"> • Section 36 (permanent) -120 days • Section 51 (1)&(2) (secondary) - 70 days • Section 53 (secondary) - 70 days • Section 65(1) (secondary) - 70 days • Section 66(2) (secondary) - 70 days
Purpose	To ensure that permanent and secondary license applications are prepared and forwarded to the Tribunal within the prescribed timeframes
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>An application is regarded as processed when it is ready to be enrolled for 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 WCLA 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>
Data limitation	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
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All applications processed within the prescribed timeframes
Indicator responsibility	Deputy Director: Liquor Licensing Administration
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient uptime of the electronic License Management and Tracking System
Means of verification	System generated reports

Liquor Licensing Tribunal

Indicator number	2.1
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"> • Section 36 (permanent) - 50 days • Section 51 (1)&(2) (secondary) - 30 days • Section 53 (secondary) - 30 days • Section 65(1) (secondary) - 30 days • Section 66(2) (secondary) - 30 days
Purpose	To ensure that permanent and secondary license applications are considered by the Tribunal within the prescribed timeframes.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>A license application is regarded as considered once the Tribunal has provided an outcome. This outcome could be in the form of the following:</p> <ul style="list-style-type: none"> • Granted • Conditionally granted • Postponed • Refused <p>Liquor License applications considered will be all applications on the case roll considered during the year under review.</p> <p>A printed report will be obtained from the LMaTS system</p> <p>Copies of the consideration sheets/ minutes are kept on file with the WCLA and are available upon request</p>
Method of calculation	<p>The number of days from date the application is forwarded to the Tribunal to the date the application is considered by the Tribunal.</p> <p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of applications considered by the Tribunal. The numerator is equal to the number of applications considered by the Tribunal within prescribed timeframes.</p> <p>$\text{Numerator} / \text{Denominator} \times 100$</p>
Data limitation	The availability of Tribunal members (quorum)
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All applications considered within the legislative timeframes
Indicator responsibility	Secretariat: Liquor Licensing Tribunal
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	The LLT will be sufficiently quorated
Means of verification	System generated reports

Liquor Licensing Tribunal (continued)

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
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	<p>An enforcement matter is regarded as finalised once the Liquor Licensing Tribunal has provided an outcome. This outcome could be in the form of the following:</p> <ul style="list-style-type: none"> • License revoked • License suspended • New conditions imposed • Impose a fine • Application dismissed • Any other appropriate action <p>A printed report will be obtained from the LMaTS system and/ or signed excel spreadsheets</p> <p>Copies of consideration sheets/ minutes are kept on file with the WCLA and are available upon request</p>
Method of calculation	<p>The number of days from date the 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>$\text{Numerator} / \text{Denominator} \times 100$</p>
Data limitation	The availability of Tribunal members (quorum)
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	All matters finalised within 60 days of referral to the Tribunal
Indicator responsibility	Secretariat: Liquor Licensing Tribunal
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	The LLT will be sufficiently quorated
Means of verification	A printed report obtained from the LMaTS system and/or signed excel spreadsheets

Communication, Education And Stakeholder Relations

Indicator number	3.1
Indicator title	Number of engagements with local authorities
Short definition	Number of meetings 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.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Signed attendance registers
Method of calculation	Every meeting held will count as one
Data limitation	N/A
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative (Year-to-Date)
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Municipalities will accept invites and attend sessions/workshops
Means of verification	Printed file as a portfolio of evidence

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 held with Stakeholders
Purpose	<p>To inform all stakeholders that they can raise objections or comment in favour of liquor license applications and lodge 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"> • Neighbourhood Watches • Community Police Forums • Departments • NGO's • NPO's
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Signed attendance registers
Method of calculation	Every meeting held will count as one
Data limitation	N/A
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative (Year-to-Date)
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Stakeholders will accept invites and attend sessions/workshops
Means of verification	Printed file as a portfolio of evidence

Communication, Education And Stakeholder Relations (continued)

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
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Viewing of new applications and removal application to establish whether public comments was received. Feedback Report on the findings
Method of calculation	Each report will count as one
Data limitation	N/A
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative (Year-to-Date)
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be an increase in public participation in the application process
Means of verification	Printed file as a portfolio of evidence

Communication, Education And Stakeholder Relations (continued)

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
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Emails, letters, telephone calls from complainants Feedback Report
Method of calculation	Each report will count as one
Data limitation	N/A
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative (Year-to-Date)
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be an increase in public participation in the application process
Means of verification	Printed file as a portfolio of evidence

Communication, Education And Stakeholder Relations (continued)

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 held with licensed holders directed at women and youth alcohol related issues
Purpose	To create awareness with license holders regarding women and youth vulnerability when it comes to the consumption and abuse of liquor
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Signed attendance registers
Method of calculation	Each report will count as one
Data limitation	N/A
Type of indicator	Service delivery indicator - direct impact - measure outputs
Calculation type	Cumulative (Year-to-Date)
Reporting cycle	Quarterly
Desired performance	100%
Indicator responsibility	Deputy Director: Communication, Education and Stakeholder Relations
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	License holders will accept invites and attend sessions/workshops
Means of verification	Printed file as a portfolio of evidence

Compliance and Enforcement

Indicator number	4.1
Indicator title	Number of applications granted inspected within 12 months after date of issue
Short definition	To monitor compliance of licensed liquor outlets which entered the regulated environment within a period of 12 month prior to inspection.
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 provisions 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.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	A printed report will be obtained from the LMaTS system and inspection forms
Method of calculation	Signed inspection form The information relating to the inspection will be captured on the LMATS system and signed inspection forms will be made available on request *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
Data limitation	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 requires the use of tablets, an upgrade to the LMATS system and the training of inspectors regarding the use of such a 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
Calculation type	Cumulative year end
Reporting cycle	Annually
Desired performance	Although more focus is placed on irresponsible trading the performance should preferably not be less than target as set in APP
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	System generated report and inspection forms

Compliance and Enforcement (continued)

Indicator number	4.2
Indicator title	Number of enforcement operations with other agencies conducted
Short definition	Number of enforcement operations conducted. This will include joint operations with SAPS and/or Law Enforcement
Purpose	Ensuring the safety of Inspectors in areas where such risks have been identified
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	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.
Method of calculation	Each copy of enforcement operation report will count as one
Data limitation	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
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Not less than the target as set in APP
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Operation reports

Compliance and Enforcement (continued)

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 of the investigation of such complaint
Purpose	This indicator will ensure that cases of non-compliance are addressed within a reasonable time and a trust relationship is developed 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.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Complaints register which contains relevant information related to complaints
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"
Data limitation	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
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	The performance should preferably not be less than target as set in APP
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Complaints register

Compliance and Enforcement (continued)

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.
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Each inspection will count as one
Method of calculation	Signed excel spreadsheets and/or LMaTS report. Signed inspection form will be available on request. *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.
Data limitation	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 requires the use of tablets, an upgrade to the LMATS system and the training of inspectors regarding the use of such a 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
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	The performance should preferably not be less than target as set in APP
Indicator responsibility	Deputy Director: Compliance and Enforcement
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	There will be sufficient capacity and resources to conduct inspections
Means of verification	Inspection forms

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
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	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 the approved budget at the beginning of the financial year (approved budget)
Data limitation	Challenges with real-time data
Type of indicator	Service delivery indicator - indirect impact - measures output
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Actual performance that is equal to the target of the indicator as set in the APP or better
Indicator responsibility	Chief Financial Officer
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	The readily availability of real time data
Means of verification	Audited Annual Financial Statements

Finance (continued)

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)
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Signed excel database providing the following information: <ul style="list-style-type: none"> • Name of supplier • Invoice number • Amount of invoice • Date received • Date paid
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)
Data limitation	None
Type of indicator	Service delivery indicator - indirect impact - measures output
Calculation type	Cumulative year to date
Reporting cycle	Quarterly
Desired performance	Actual performance that is equal to the target of the indicator as set in the APP or better
Indicator responsibility	Chief Financial Officer
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Suppliers submit the correct invoice timeously
Means of verification	Excel spreadsheet

Corporate Services

Indicator number	6.1
Indicator title	Number of Annual Performance Plans (APP) published
Short definition	The publication of the WCLA's Annual Performance Plan
Purpose	To ensure compliance with the PFMA in terms of the publication of the WCLA's Annual Performance Plan
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Strategic Planning and Review Sessions/draft Annual Performance Plans
Method of calculation	A printed and bound APP will count as one
Data limitation	Non-timeous printing and binding service provided by the service provider
	Non-timeous submission of inputs to the APP from components
Type of indicator	Service delivery indicator - indirect impact - measures outputs
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	Actual performance that is equal to the target of the indicator as set in the APP
Indicator responsibility	Deputy Director: Corporate Service
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Information required from Components will be accurate and received timeously
Means of verification	Printed and bound Annual Performance Plan

Corporate Services (continued)

Indicator number	6.2
Indicator title	Number of quarterly performance reports submitted to DotP
Short definition	Quarterly Performance Reports (QPR) submitted via the eQPRS
Purpose	To report on quarterly performance achievements against indicator targets as set in the APP
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Quarterly certificate of approval signed off by the CEO
Method of calculation	Each signed certificate of approval submitted will count as one
Data limitation	The non-timeous submission of data from components
Type of indicator	Service delivery indicator - indirect impact - measures outputs
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Actual performance that is equal to the target of the indicator as set in the APP
Indicator responsibility	Deputy Director: Corporate Services
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Information required from Components will be accurate and received timeously
Means of verification	Quarterly signed certificate of approval

Corporate Services (continued)

Indicator number	6.3
Indicator title	Number of quarterly performance reports submitted to Parent department
Short definition	Quarterly Performance Reports (QPR) reports in prescribed format
Purpose	To report on quarterly performance achievements against indicator targets as set in the APP
Strategic Link (PSP 2019/24)	VIP 1: Safe and Cohesive Communities
	Focus Area 2: Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence
	Output: Western Cape Liquor Amendment Bill enacted
	Intervention: WCG Alcohol-Related Harms Reduction Policy (WCLA amended)
Source of data	Signed QPR reports submitted to parent department
Method of calculation	Each QPR report submitted will count as one
Data limitation	The non-timeous submission of data from components
Type of indicator	Service delivery indicator - indirect impact - measures outputs
Calculation type	Cumulative year end
Reporting cycle	Quarterly
Desired performance	Actual performance that is equal to the target of the indicator as set in the APP
Indicator responsibility	Deputy Director: Corporate Services
Spatial Information (where applicable)	N/A
Disaggregation of beneficiaries (where applicable)	N/A
Assumptions	Information required from Components will be accurate and received timeously
Means of verification	Quarterly signed QPR reports

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