



WESTERN CAPE
LIQUOR AUTHORITY

Annual Performance Plan 2022/23

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Annual Performance Plan

2022 – 2023

Executive Authority Statement

I am encouraged by the increased commitments being made by the WCLA to effectively regulate the retail sale and micro manufacture of liquor.

Safe and Cohesive Communities remains a top strategic priority of the Western Cape Government (WCG). Our pursuit of this Vision Inspired Priority (VIP) requires a reduction of the harms that can be associated with alcohol. Opportunities must be created for all stakeholders and role players to contribute to and participate in this process.

The efforts to develop an optimal regulatory environment are informed by the following key objectives:

- Liquor licence applications are processed expeditiously and within the prescribed timeframes in a fair, just and transparent manner.
- Increased public participation in the liquor licence application process by ensuring comments and inputs are duly processed.
- Achieving and maintaining the financial viability of the WCLA as the regulator.
- Introducing a liquor licence fee structure that is fair and reflective of trade and market realities.
- Improved alignment with the Western Cape Government's strategic imperatives.

Studies confirm that alcohol remains a key driver of violent crime, including domestic violence. My department will be working very closely with the WCLA to reduce the impact of alcohol-related harms, especially in poor communities.

The adverse impact of alcohol is compounded by a weak regulatory environment. The White Paper on Alcohol-Related Harms Reduction remains a policy imperative. This year we will expedite the legislative reforms required to enhance the efficiency and financial viability of the WCLA towards more effective regulation.

The liquor industry is encouraged to embrace the regulatory efforts of the WCLA to protect public interest by ensuring that the economic growth experienced by the sector is sustainable.

I am aware that the Department of Community Safety is working to ensure that the WCLA becomes a self-sustainable entity and that the cost of regulation is borne by the Liquor Industry and not the public purse. The 2021/2022 Western Cape liquor licence tariff increase was informed by the Consumer Price Index (CPI), which is approximately 4.8%, with future self-sustainability increases staggered over the MTEF period to avoid compromising economic recovery in the Western Cape.

The WCLA played a pivotal role in the WCG's co-ordinated enforcement activities to limit the spread of COVID-19. It was able to facilitate the suspension and revocation of licences, and the issuing of fines in respect of licencees contravening the Disaster Management Act, 57 of 2002, Regulations.

In recent months the Governing Board was reconstituted with one vacancy still remaining. My office and the Department will continue to enable the Board and the WCLA where possible.



Anroux Marais

Executive Authority: The Western Cape Liquor Authority

Accounting Authority Statement

The Western Cape Liquor Authority (WCLA) is mandated to regulate the retail sale and micro-manufacturing of liquor in the Western Cape. In terms of its mandate, the WCLA is required to ensure that the industry is optimally regulated with a focus on reducing alcohol-related harms.

The Western Cape Government's (WCG) programmes and policy priorities place a central focus on "jobs, safety and wellbeing". The WCG Safety Plan recognises the importance of citizen-centric approaches to enhance the impact and ensure the sustainability of initiatives

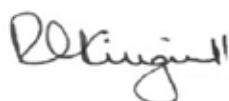
The enabling of communities to hold outlets accountable is a key approach to be followed going forward. In support of this objective, the WCLA will further develop its strategy to increase community participation to qualitatively enhance the articulation of public interest. The WCLA will continue to build on existing engagement opportunities and resources within communities. Interventions will be implemented to facilitate community participation and highlight what type of information is required to express public sentiment.

All interventions in the 2022/23 financial year will emphasise the impact of alcohol harms on vulnerable members of society such as women, youth, children, and persons with disabilities, especially within the 'Priority Areas' of the WCG Safety Plan. In addition, the WCLA will partner with key stakeholders such as the Departments of Social Development and Education in initiatives primarily focused on these priority groups.

Over the next year, the WCLA will focus on enhancing its systems and processes in a way that enables greater legislative compliance. Automatic renewals should only be possible for compliant outlets and licence holders. Errant outlets should be made to apply for their licences to be renewed. We believe the implementation of this mechanism will develop a greater appreciation for regulation going forward.

The relationship with other enforcement agencies will be strengthened by joint planning of operations, training and identification of compliance and enforcement opportunities. Collaboration with other law enforcement agencies will demonstrate value in terms of general policing to reduce crime, much of which according to available data and research can be linked to alcohol.

We will continue to work with our custodial department to give effect to the legislative review and ensure that the cost of regulation is not an additional burden on the fiscus. While the fiscus may initially fund some of the planned initiatives, applying a differential approach to the implementation of the various fees or staggering the fee increase over time would result in a financial model that allows for the WCLA to be a sustainable entity, effectively regulating the retail sale and micro-manufacturing of liquor.



Ronald Kingwill
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 Anroux Marais;
- takes into account all the relevant policies, legislation and other mandates for which the Western Cape Liquor Authority is responsible; and
- accurately reflects the Impact, Outcome and Outputs which the Western Cape Liquor Authority will endeavour to achieve over the period 2022/23.

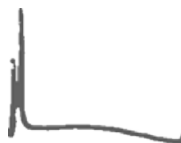
Adv Leatitia Petersen
Senior Manager
Liquor Licensing Administration

Signature:



Mr Johan Dreyer
Secretariat
Liquor Licensing Tribunal

Signature:



Ms Rebecca Campbell
Senior Manager
Communication, Education and Stakeholder Relations

Signature:



Adv Martell Van Lill
Senior Manager
Compliance and Enforcement

Signature:



Mr Marvin Jackson
Senior Manager
Corporate Services

Signature:



Mr Sandiso Gcwabe
Chief Financial Officer

Signature:



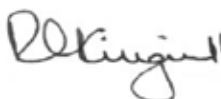
Mr Simion George
Chief Executive Officer

Signature:



Mr Ronald Kingwill
Accounting Authority

Signature:



Approved by:

MEC Anroux Marais
Executive Authority

Signature:



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Part A

OUR MANDATE

Part A: Our Mandate

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 effect on 1 April 2012. This Act provides for the licensing of the retail sale and micro-manufacturing of liquor and several 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 (WCLA or the "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 performs a quasi-judicial function in considering applications for liquor licences and related matters in the public interest (iv) an Appeal Tribunal appointed by the Minister and (v) an administration with a Chief Executive Officer appointed by the Governing Board.

Liquor Products Act, 1989, (60 of 1989)

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

- control over the sale and production for sale of certain alcoholic products defined as such;
- 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 defined as such.

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;
- measures 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 in that it:

- gives effect to section 27 of the Constitution;
- regulates the organisational rights of trade unions;
- promotes and facilitates collective bargaining at the workplace and the sectoral 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 in addition to that.

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 the people of South Africa; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation.

Public Finance Management Act, 1999 (1 of 1999)

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

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

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

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

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 the exercise of public power or the performance of a public function by giving effect to the right to just administrative action.

Protection of Personal Information Act, 2013 (4 of 2013)

The Protection of Personal Information Act, 2013 (4 of 2013) was implemented to ensure that all South African institutions responsibly conduct themselves in a responsible manner when collecting, processing, storing and sharing confidential information by holding them accountable should they abuse or compromise personal information in any way.

Part A: Our Mandate

2. Updates to Institutional Policies and Strategies

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

The 2005 policy had five objectives, namely:

- to legitimise unlicensed traders in the historically disadvantaged communities by freeing them from the barriers when applying for a liquor licence 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 the people of the Western Cape in particular.

The Western Cape Provincial Government developed the Western Cape Alcohol-Related Harms Reduction Policy White Paper (the '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 informing the strategy development process of the WCLA.

The purpose of the policy is to:

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

Provincial Strategic Plan 2019-24

The Alcohol Harms Reduction approaches and interventions are reflected in the Western Cape Provincial Strategic Plan 2019-24. The WCLA's 5-year strategic plan for the 2020-2025 period further took guidance from the Strategic Framework for the Provincial Strategic Plan, 2019-2024, with its vision of a "A safe Western Cape where everyone prospers" and, in particular Vision Inspired Priority (VIP) 1, which specifically relates to the area of Alcohol-Related Harms Reduction.

Western Cape Government Recovery Plan

In response to the disruptive nature and impact of the COVID-19 pandemic, the WCG's Recovery Plan was formulated during the 2020/21 financial year. It defined a problem statement that required an urgent, whole of society response to create jobs, foster safe communities and promote the wellbeing of all citizens within the Western Cape.

The response of the Western Cape Liquor Authority to the above imperatives

The alignment of the Western Cape Liquor Authority with 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 enhance its efficiency and effectiveness in championing alcohol harms reduction regulatory methodologies.

Part B

OUR STRATEGIC FOCUS

Part B: Our Strategic Focus

3. Updated Situation Analysis

In 2018, the World Health Organisation (WHO) recorded and affirmed “alcohol is a psychoactive substance with toxic and dependence-producing properties. Although alcohol consumption varies considerably worldwide, 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.”

WHO-generated reports further conclude that the overall public health and social burden attributable to alcohol consumption is unacceptably high. In 2016, alcohol use resulted in 3 million deaths (5,3% of all deaths) worldwide and 132,6 million disability-adjusted life years or DALYs (5,1% of all DALYs). Mortality from alcohol consumption is higher than diseases such as tuberculosis, HIV/AIDS and diabetes. In 2016, an estimated 2,3 million deaths and 106,5 million DALYs among men globally were attributable to alcohol consumption. For women, the figures were 0,7 million and 26,1 million, respectively.¹

The link between alcohol, crime and violence is particularly pronounced. Alcohol is linked to 50% of murders in the Province.² Of the total number of alcohol-attributable deaths, 32.0% are from unintentional injuries, and 13.7% are from intentional injuries.³ Cheap products target people trapped in poor socio-economic conditions, and risky drinking patterns directly correlate with low-income patterns.⁴

In South Africa, the financial cost attributable to harmful alcohol consumption (tangible and intangible) is estimated to be between R245 billion and R280 billion annually. This includes the costs of health care, the criminal justice system, social welfare, alcohol treatment and prevention, road traffic accidents, premature mortality and morbidity, absenteeism and non-financial welfare costs.⁵

Considerable challenges remain with the development and implementation of effective alcohol policies. These challenges relate to the complexity of the problem, differences in cultural norms and contexts and the intersectoral nature of cost-effective solutions. The WHO has identified the influence of powerful commercial interests over policymaking and implementation as a risk that negates attempts by governments to regulate to reduce harms.

In South Africa, the regulatory framework for alcohol finds its basis in the Constitution and legislative competencies across all three 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 sales thereof are governed at a provincial level. Local government has the right to administer other matters related to the control of retail businesses. This is a global phenomenon.

The provincial government has demonstrated a commitment to effective regulation toward better social outcomes by targeting harms associated with alcohol. National government recognises that the current regulatory framework for alcohol in South Africa can be improved. The approach to retail regulation currently differs from province to province. In the context of the National Liquor Regulators Forum (NLRF), many of the other provinces have expressed an interest in liquor regulation in the Western Cape, which is arguably leading the fight against the harms associated with alcohol since the adoption in 2017 of the Alcohol-Related Harms Reduction Policy White Paper.

The current regulatory overlaps result in complexity and confusion in administering and enforcing diverse yet related legislation. No single approach, intervention or institution can solely reduce alcohol-related harms in South Africa. A range of interventions at multiple levels will make a major impact. The White Paper acknowledges this.

¹ World Health Organisation (2018) *Global status report on alcohol and health*.

² Western Cape Government Department of Health (2018) *Western Cape Injury Mortality profile for 2010 to 2016*.

³ World Health Organisation (2007) *Alcohol and injury in emergency departments: summary of the report from the WHO collaborative study on alcohol and injuries*.

⁴ World Health Organisation (2014) *Global status report on alcohol and health*.

⁵ Western Cape Government (2017) *White Paper Alcohol-Related Harms Reduction Policy*.

The WCLA is mandated by the current Western Cape Liquor Act, 4 of 2008 as amended (the 'Act'), to administer liquor regulation in an area spanning over 129 462 km² in the Western Cape and serving a population above 7 million people equalling 11,8% of the total South African population.⁶ The Authority is expected to assess the "environment" of liquor production, distribution and consumption and interrogate its capacity to regulate effectively. Although legislation needs to be revisited to further enable targeted interventions, the current legislation (considering licence applications and enforcing compliance) provides a considerable mandate that can be optimised.

The global economy is projected to grow 4,9% in 2022. Locally, economic growth is expected to rebound, albeit from a low base, over the short to medium term. The national economy is expected to expand by 4,7% in 2021, before slowing to 1,7% in 2022. The Western Cape economy is expected to grow by 6,1% in 2021, decelerating to 1,3% in 2022.⁷ The recovery in employment has lagged behind the economic recovery. Since the economic slump in the second quarter of 2020, an estimated 88,8% of lost GDP has been recovered as opposed to only 23,9% of lost employment opportunities. In the second quarter of 2021, youth accounted for almost 60% of the unemployed, and 35,7% of youth were unemployed in the Province.

Licence holders must be encouraged to be responsible corporate citizens. They need to be reminded of the harms associated with alcohol by embracing regulation and appreciate an imposition of conditions to mitigate the harms that can be associated with liquor. The WCLA acknowledges that COVID-19 has had a severe economic impact on many businesses. Licence holders in financial distress must be encouraged to access the business support possibilities availed by all spheres of Government.

The Provincial Strategic Plan 2019 – 2024 (PSP) outlines the priorities of the Western Cape Government (WCG) in the form of five Vision Inspired Priorities (VIPs), namely: (1) Safe and Cohesive Communities; (2) Growth and Jobs; (3) Empowering People; (4) Mobility and Spatial Transformation; and (5) Innovation and Culture. The problem statements that frame the five VIPs have not changed. COVID-19 has exacerbated the challenges confronting the Province. In response to the COVID-19 pandemic, the WCG Recovery Plan was formulated. It identifies the need for an urgent, whole of society response to create jobs, foster safe communities and promote the well-being of all citizens in the Western Cape.

In response to a request for a double-digit increase, the WCLA was advised to pursue a differentiated pricing model to enable a staggered increase over the years. The WCLA agreed that it would be rational to defer the objective of achieving self-sustainability. The Authority has since developed a roadmap to a differential pricing model, ensuring that those outlets driving the costs of regulation to be the ones to pay for such regulatory interventions.

According to research conducted by the Department of Community Safety during the lockdown period in the Western Cape, both quantitative and qualitative data suggest that the ban on alcohol sales contributed to a decrease in assault and homicide in the 11 priority areas of the WCG Safety Plan.⁸ In line with the trend across the Province, in these 11 priority areas, the number of homicides sharply declined in the first two weeks of lockdown and then increased somewhat over the next four weeks (as indicated in the graphs below).

The Liquor Industry has managed to withstand tough economic times and the last two years have been no exception. It confirms the resilient nature of the alcohol industry in South Africa. The top five companies that dominate the South African Liquor Industry reported double-digit growth in the first half of 2021 and quickly returned to pre-COVID-19 levels of revenue generation and volumes traded. The WCLA has continued to see more licences being renewed and new entrants to the industry despite the economic impact of COVID-19 and the related alcohol bans and restrictions.

⁶ Statistics South Africa mid-year population estimates, 2021

⁷ Preliminary 2022 Medium Term Expenditure Framework Budget Allocations

⁸ Department of Community Safety 2020 – Violent Crime in 11 priority areas of the Western Cape during the COVID-19 lockdown.

Part B: Our Strategic Focus

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

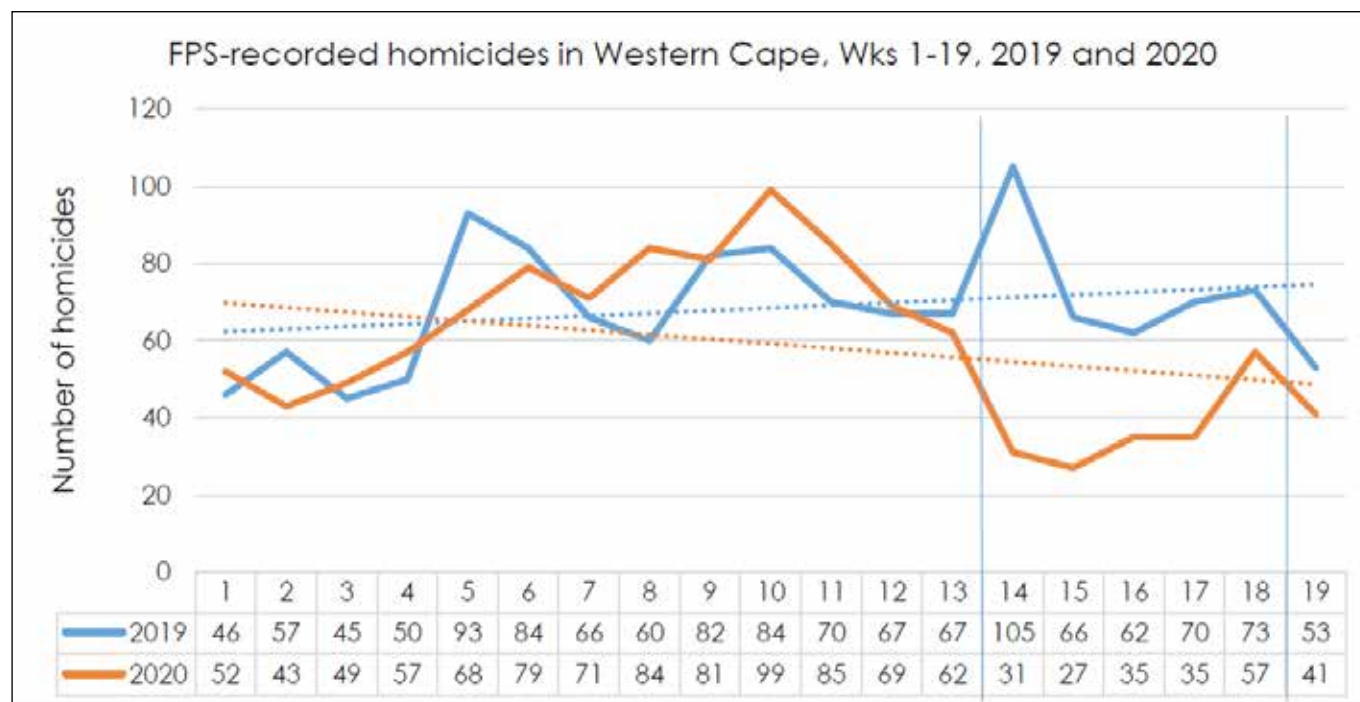


Figure 2: FPS-recorded homicides in 11 priority areas, Wks. 1-19, 2019 and 2020

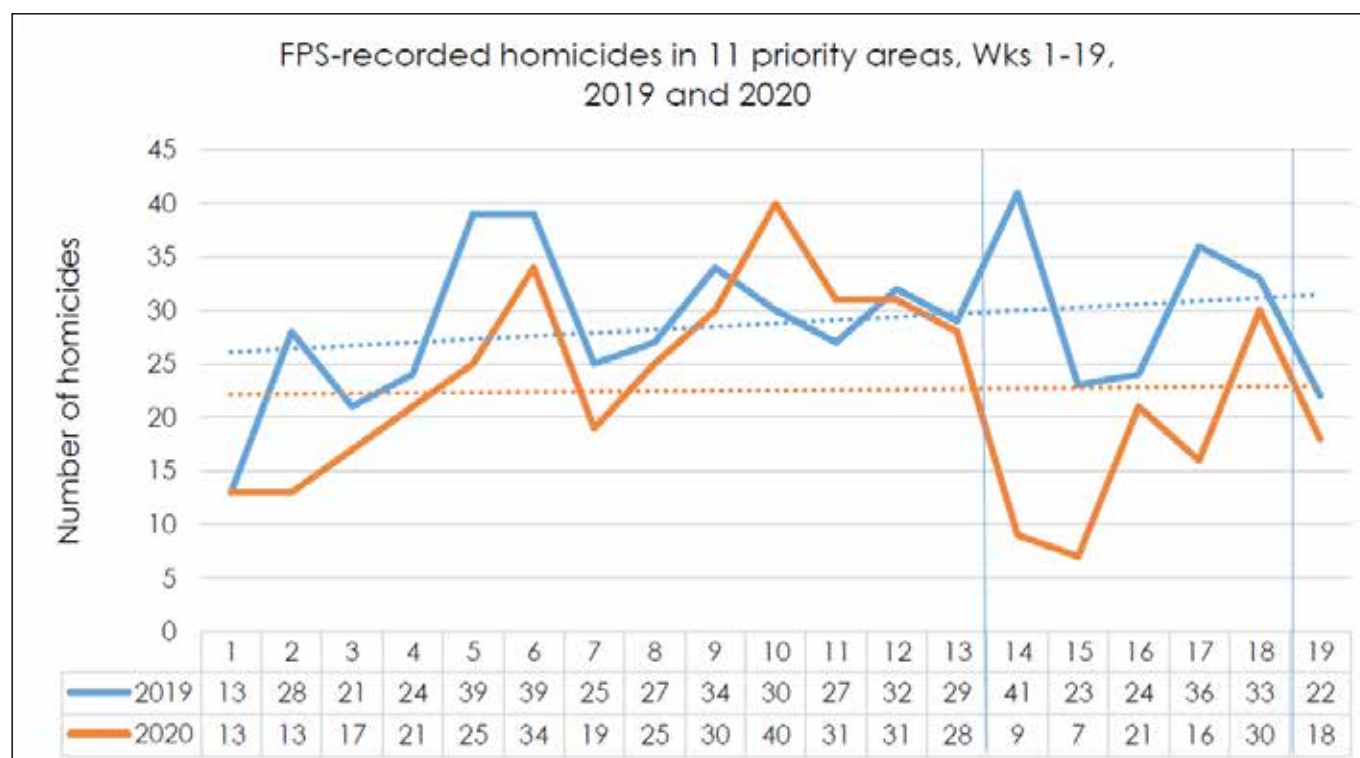


Figure 3: Western Cape Sentinel Trauma Report – March 2020 to December 2020

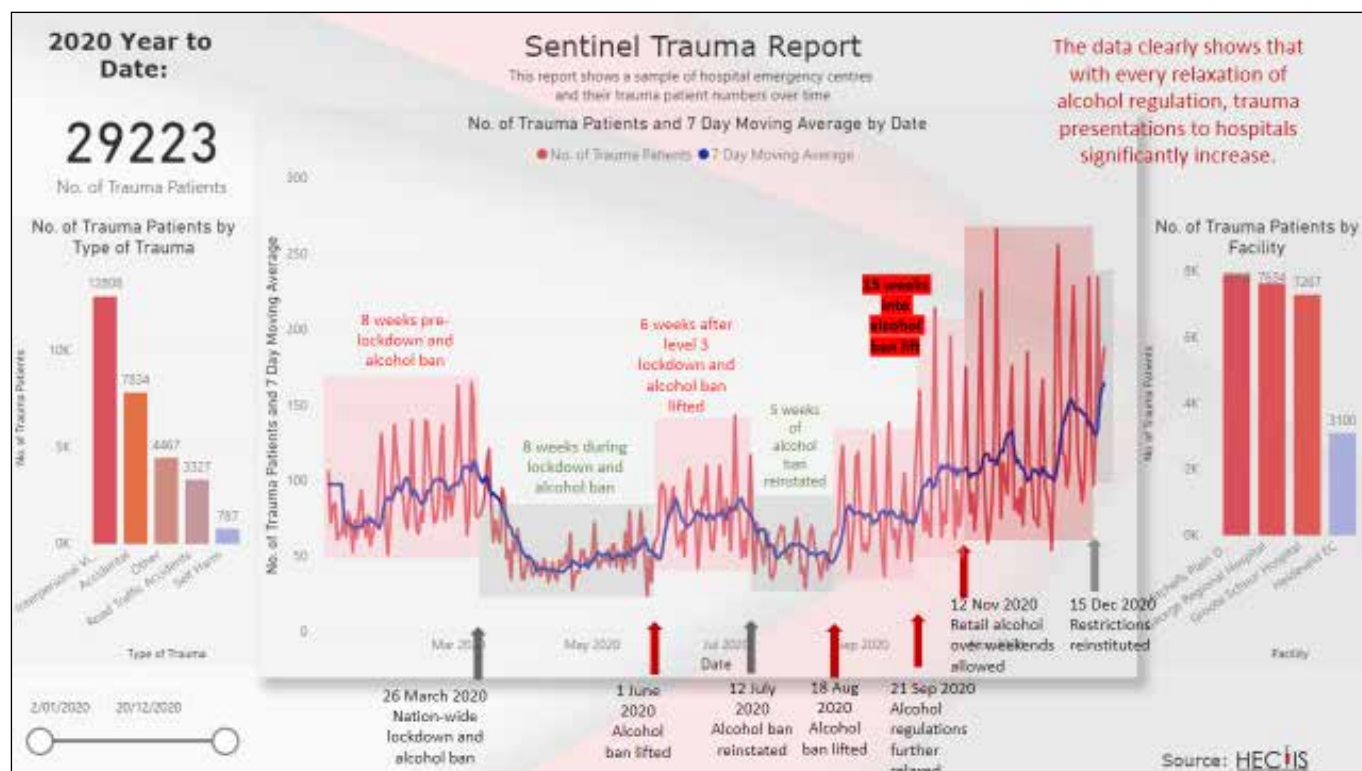
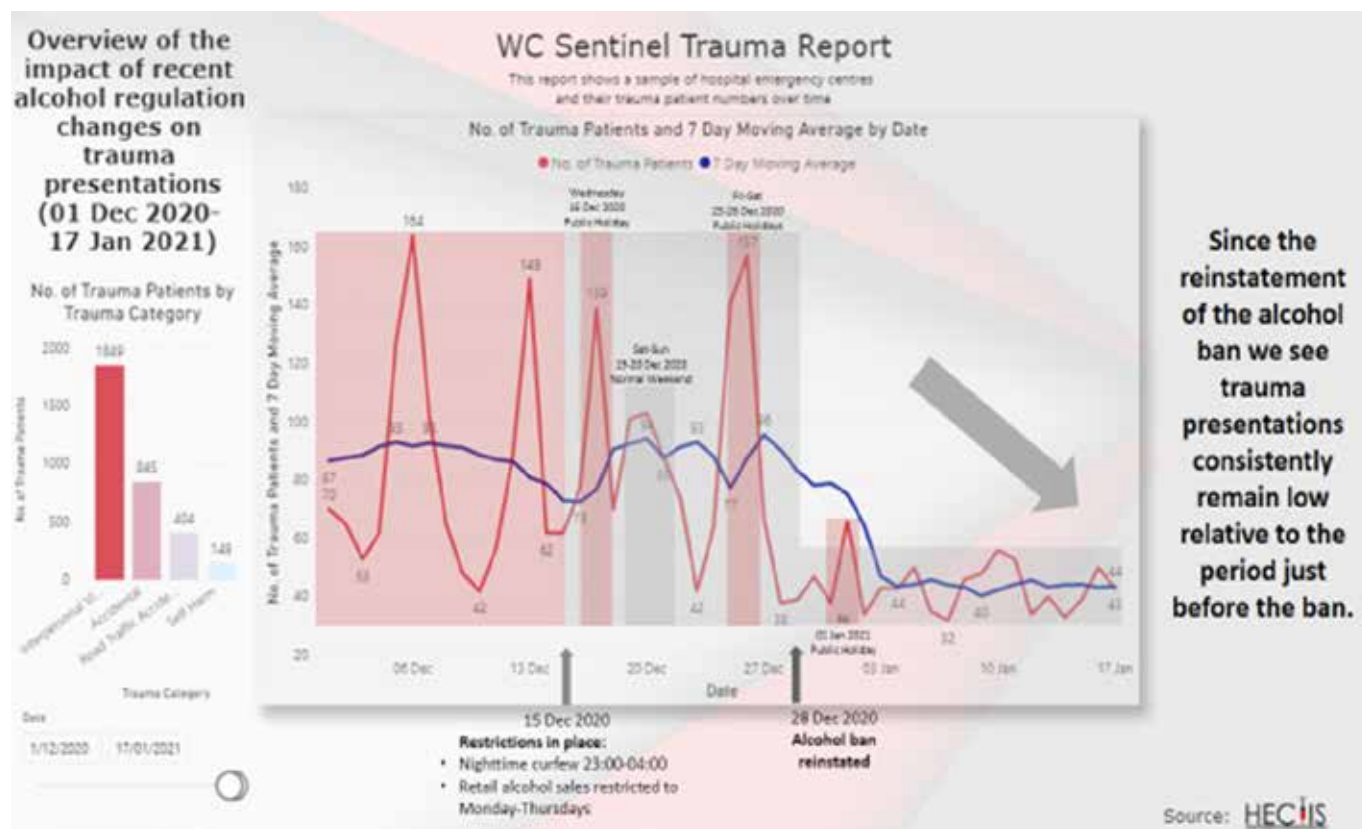


Figure 4: Western Cape Sentinel Trauma Report – December 2020 to January 2021



Part B: Our Strategic Focus

Figures 3 and 4 illustrate that when the Western Cape approached the peak of the COVID-19 epidemic, our hospital Emergency Centres (EC) were inundated with severely ill COVID-19 patients requiring stabilisation, emergency management and admission for further care. The lifting of the alcohol ban effectively resulted in significant increases in daily trauma cases presenting to EC. In addition, in July 2020, we saw trauma admissions increase by 54%, trauma ICU admissions increase by 350% and trauma deaths in the EC increase by 308%. The increases stretched the EC capacity, increased the number of admissions to wards, and depleted the WCG's ability to effectively manage and reduce mortality from the double burden of COVID-19 and trauma deaths during the peaks. This informed the WCG's recommendation in January 2021 that the alcohol ban be reinstated to minimise the impact on our health services in their ability to manage COVID-19 in the Western Cape.

The availability of alcohol is causally related to trauma. Availability, price and affordability of alcohol and marketing practices, have an impact on drinking and associated harms.¹ COVID-19 lockdown has raised awareness of the burden imposed by alcohol on South African society. Thus, legislative amendments and smart interventions to reduce the availability of and access to alcohol are aimed at reducing alcohol-related harms.

The Liquor Licensing Tribunal is required to ensure that granting a licence would not prejudice the residents in a residential area, residents of an institution for the aged or frail, the learners of an educational institution, and congregants of a religious institution or an institution for drug or alcohol-related dependencies. Therefore, the granting of a licence should serve the public interest.

Crime statistics and other data related to the impact of alcohol on women, youth and children (e.g., gender-based violence) and density of outlets in a specific area should be presented as part of the public interest considerations in licence applications. Existing licence holders found to be in contravention of their licence conditions will be pursued for appropriate sanctioning.

The review of the Act and regulations aims to enable the realisation of key recommendations and proposals of the White Paper. The first phase is aimed at improving the capacity and efficiency of the Western Cape Liquor Authority as the sole regulator of liquor in the Western Cape. The second phase aims to enable the development and introduction of public health-based alcohol harms reduction (AHR) strategies and interventions for societal benefit. The later phases include assessing the amendments introduced and interrogating their impact on reducing harms. The WCG also aims to explore the introduction of a minimum unit price (MUP) for alcohol alongside increasing liquor traders' licensing fees, restricting trading times, and the increasing of fines for transgressions. The WCLA will support the custodial department in championing these legislative changes over the 2022 MTEF.

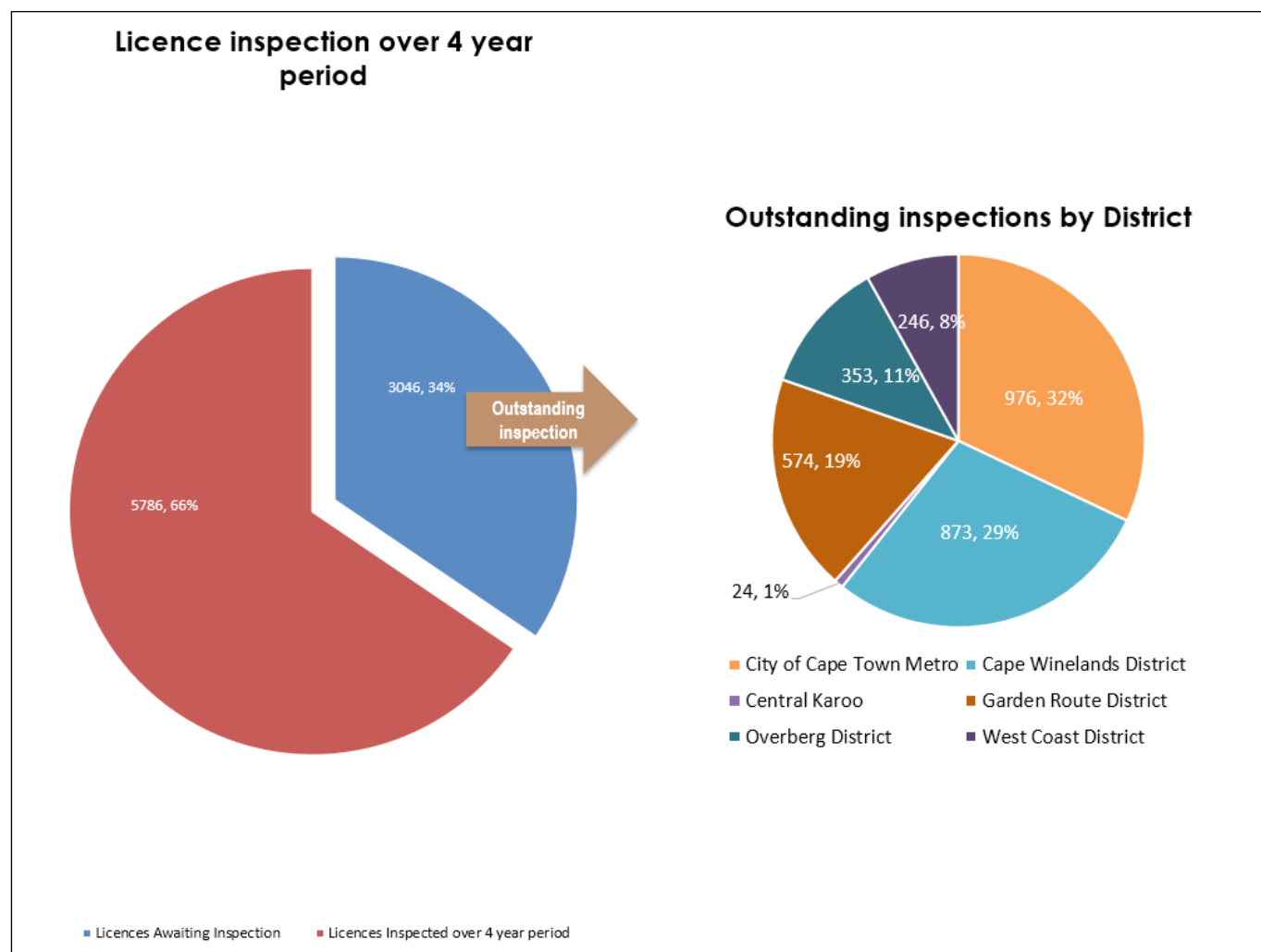
The implementation of the Safety Plan focuses on increasing law enforcement presence where and when crime happens and strengthening society's resilience to crime at several levels. It is known that the Western Cape has high contact crime rates but also has the country's lowest police-to-population ratio at one officer for 509 people in 2018, having increased from one officer for every 385 people in 2016.²

As part of the Safety Plan's enhancement of enforcement and investigative capacity in the Province, the WCG has partnered with the City of Cape Town (CoCT) to fund, train and deploy additional law enforcement officers. The Law Enforcement Advancement Programme (LEAP) aims to effectively address and reduce crime levels within the Western Cape. Chapter three of the White Paper highlights similar challenges with the low Liquor Inspector to licence holder ratio, at one Liquor Inspector to 802 licence holders in 2020, having improved from one Liquor Inspector for every 939 licence holders in 2016. However, the number of Inspectors has only increased by three since the approval of the White Paper in 2017 to the beginning of the 2021 financial year. This resulted in 3 046 licensed premises not having been inspected in four years as of 8 November 2020. Of these, 61% (1 849) were situated within the City of Cape Town Metro and Cape Winelands District.

¹ <https://www.samrc.ac.za/news/alcohol-abuse-and-covid-19-two-colliding-epidemics-government-must-act-now-reduce-momentum>

² <https://www.iol.co.za/weekend-argus/outcry-over-police-staffing-crisis-in-western-cape>

Figure 5: Outstanding inspections over the past four years up to 8 November 2020



The WCLA has played a significant role in reducing alcohol-related harms during the COVID-19 pandemic National State of Disaster. In addition, the WCLA is instrumental in preventing alcohol-related harms by investigating those establishments that pose a threat to the health and wellbeing or safety of the public and communities.

The WCLA responded to the enforcement capacity challenge by appointing five Junior Liquor Inspectors funded from its resources during the 2020/21 financial year. As part of the WCG's continued efforts to boost enforcement capacity, the WCLA was provided with funding to appoint 19 additional Junior Liquor Inspectors during the 2021/22 financial year. These Inspectors have been deployed in the 16 priority areas as part of the Area Based Teams (ABTs) approach to perform routine and risk-adjusted inspections.

Part B: Our Strategic Focus

Figure 6: WCLA Liquor Inspector to Licence Holders Ratio

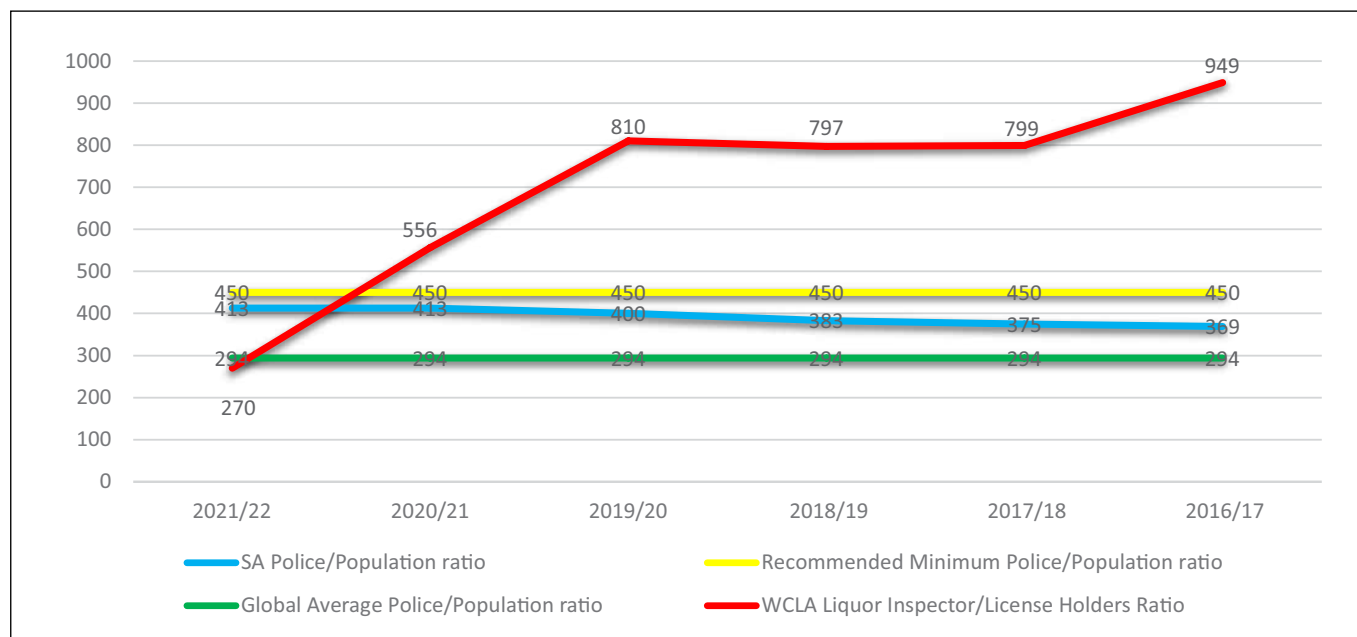
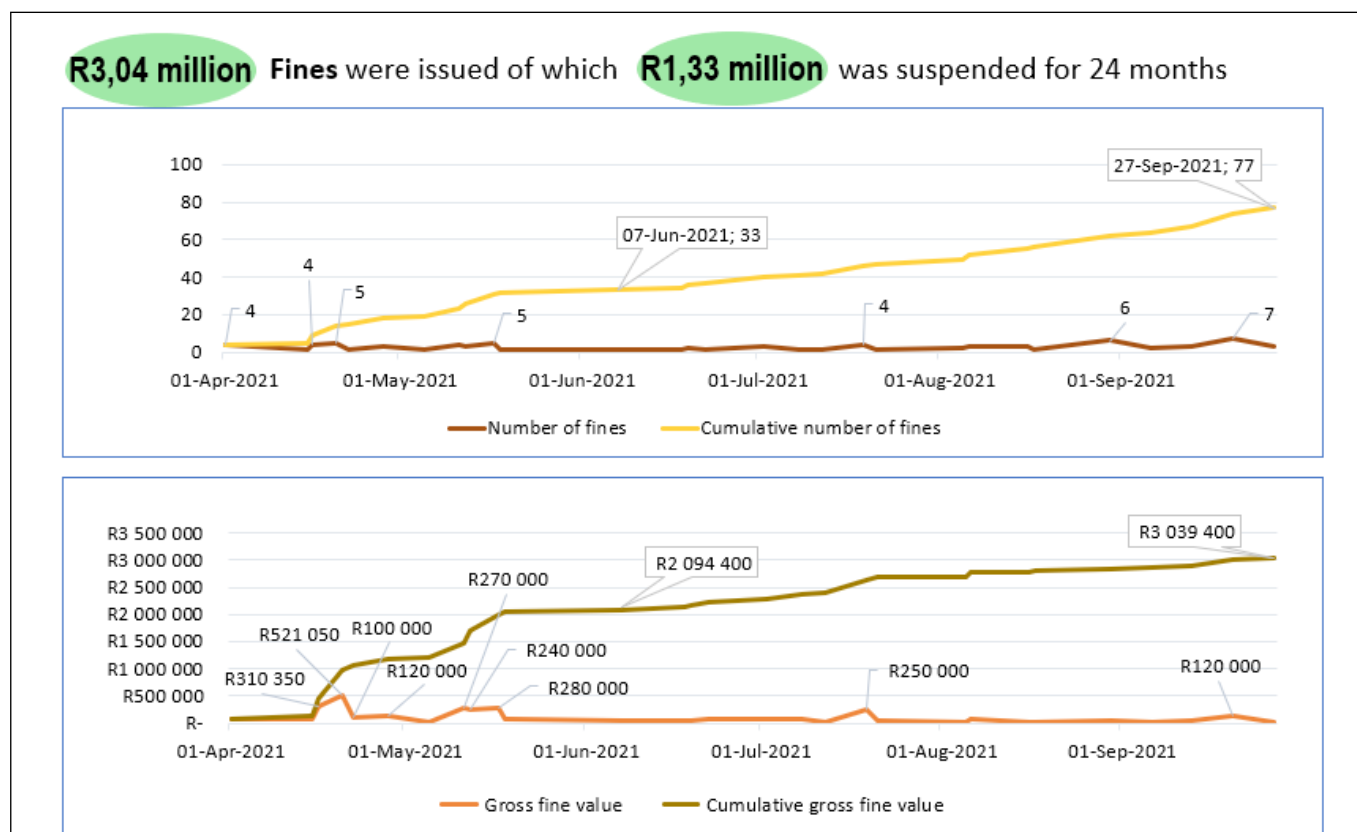


Figure 6 illustrates the enforcement capacity of the WCLA measured against the number of licensed premises from the 2016/17 financial year to the 2021/22 financial year. The capacity was previously lower than minimum recommended standards and international best practice. However, the additional enforcement capacity aligned this within the international best practices. The Authority has started seeing results of the five Junior Liquor Inspectors as illustrated in figure 7. The impact of the 19 Junior Liquor Inspectors that were appointed in August 2021 is expected to reflect in the data of the 3rd and 4th quarters of the 2021/22 financial year.

Figure 7: Fines issued for Q1 and Q2 of the 2021/22 financial year



In all of the WCLA's interventions for the 2022/23 financial year, a specific focus will be placed on the designated vulnerable groups (women, youth, children and persons with disabilities) within the 16 Priority Areas targeted by the ABTs.

The PESTLE methodology analysis was used to complement the abovementioned situational analysis. In the sections below, the outcomes of these analyses are captured.

Political: The WCLA is an entity of the Western Cape Government and therefore extensively depends on grants from the Department of Community Safety to execute its mandate. The Authority is subject to provincial policies and is required to ensure an alignment with the National Development Plan, Medium Term Strategic Framework and other directives.

Economic: The economic situation of the Province has an impact on funding and grants to the WCLA. The demand for alcohol is relatively inelastic which should help lessen the long-term impact of COVID-19 on licence holders (i.e., even if the licence holder makes losses in the short-term, they would still want to retain the licence for the long-term benefits). This will, however not spare the Authority from the short-term economic impact of COVID-19 (i.e., the liquidity crisis experienced by licence holders during the 2021 renewal season due to the continued restrictions placed on the sale of liquor).

Social: According to the World Health Organisation (WHO) "alcohol is a psychoactive substance with toxic and dependence-producing properties. Although alcohol consumption varies considerably worldwide, the health burden caused by alcohol is enormous. The harmful use of alcohol is among the leading risk factors for disease burden in populations worldwide." Within communities, women, youth, children and persons with disabilities are most vulnerable and often the victims of violence due to the abuse of liquor. Under-age drinking, binge drinking, and Foetal Alcohol Syndrome (FAS) are also prevalent in communities.

Technological: South Africa needs to sharpen its innovative edge and continue contributing to global scientific and technological advancement. This requires more significant investment in research and development, better use of existing resources, and more nimble institutions facilitating innovation. As a result, the WCLA will focus on further enhancements to its Licence Management and Tracking System (LMaTS) to optimise its processes for more significant impact and reach.

Environmental: To minimise the effect of climate change the WCLA has prioritised the streamlining and automation of most of its processes. By reducing the need to rely on paper-based solutions the WCLA will reduce its carbon footprint. The enhancements to the LMaTS system with capabilities for the Inspectors to conduct inspections online and automatically update these inspection reports to the LMaTS systems will add to this significantly. Developing an online application platform is also a step in the right direction for the Authority.

Legal: The legislative mandate of the Authority is to regulate the retail sale and the micro-manufacture of liquor in the Western Cape. The liquor industry is a dynamic environment with huge economic and social impacts. The alignment of the WCLA to National and Provincial mandates limits it to giving effect to its mandate within the current legislative setting. The review and revision process of the legislative mandate of the WCLA is intended to bring closer alignment with the alcohol-related harms reduction focus.

Part B: Our Strategic Focus

Organisational environment

The Governing Board is the Accounting Authority and is responsible for providing the strategic direction and leadership of the WCLA. Members of the Governing Board are independent non-executive members appointed by the Minister of Community Safety after consulting the Parliamentary portfolio committee.

The Chief Executive Officer (CEO) is the executive head official of the Administration and is responsible for implementing the strategic direction provided by the Governing Board and for the day-to-day operations of the WCLA. The CEO is an ex officio member of the Governing Board and 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 from offices situated in Bellville. The administration has six main components, namely:

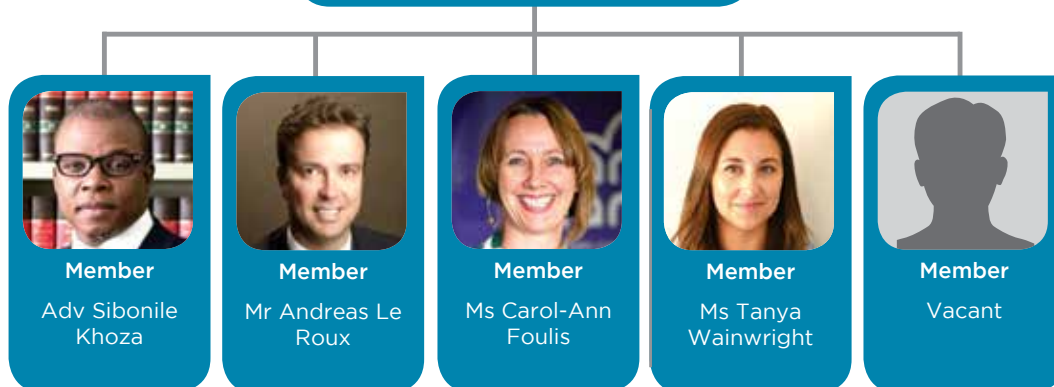
1. Liquor Licensing Administration;
2. Liquor Licensing Tribunal;
3. Communication, Education and Stakeholder Relations;
4. Compliance and Enforcement;
5. Finance; and
6. Corporate Services.

There are currently 55 permanent positions that make up the permanent organisational structure of the WCLA. The structure including temporary positions to implement and account for the commitments made herein total 92 positions.

WCLA: Executive Authority



WCLA: Governing Board



WCLA: Senior Management



Part B: Our Strategic Focus

Liquor Licensing Administration

The Liquor Licensing Administration (LLA) maintains and oversees its systems and processes to expedite the licence application process and other applications provided for in the Act in preparation for consideration by the Liquor Licensing Tribunal. This will be achieved by processing liquor licence applications, issuing of liquor licences and certificates and administering renewal notices to valid licence holders within the required legislative timeframes. The LLA processes will be expedited with greater reliance on technology and the optimal use of existing resources.

These administrative systems and processes will facilitate automatic licence renewals for compliant licence holders and non-automatic for those that are non-compliant. All the above systems and process improvements ensure enhanced compliance within the prescribed timeframes.

The component has four divisions:

- Application Administration;
- Licence Issuing;
- Liquor Licensing Tribunal (LLT) support; and
- Reception.

The Application Administration division receives and processes all liquor licence applications. Standard operating procedures ensure alignment and compliance. This section also liaises with stakeholders to facilitate and expedite processes.

The Licence Issuing division gives effect to LLT decisions by issuing licences and certificates for applicants to commence trading. As determined by the LLT, licence conditions are approved and the licence issued. The internal business processes of this section will benefit from enhancements to the Licence Management and Tracking System (LMA TS) and will be expedited for greater efficiency.

The Liquor Licensing Tribunal (LLT) support division provides administrative and logistical support to the LLT. This section also serves as the conduit between the Application Administration section and the Liquor Licensing Tribunal by ensuring all applications enrolled are expedited, and LLT requests are actioned.

The Reception provides support to the public and applicants. It is required to have in-depth knowledge of the organisation's services. Upon arrival at the WCLA offices, reception welcomes and directs visitors, receives and re-directs telephonic enquires and processes all inquiries and correspondence. Reception also serves as an information and resource portal by providing forms and administering card payments via the WCLA electronic pay-point system. In addition, this unit electronically captures all newly lodged liquor licence applications and assigns reference numbers.

The areas of focus for the Liquor Licensing Administration component for this financial year are as follows:

1. Process improvements through legislative review

Currently legislative amendments include provisions for amendments to the publication of application notices. This amendment aims to enable and enhance the public participation process. Further proposed amendments include a provision to facilitate an application pre-screening process where the quality of applications submitted are improved allowing the LLT to expedite decision making.

2. Adopting citizen-centric approaches

Over the financial year, the WCLA will continue to modernise its systems to optimise services. It is envisaged that ongoing system enhancements and initiatives such as developing an online application platform and

client services centre would make the WCLA more accessible to the general public. It would also improve the relationship between the WCLA and applicants/licence holders and develop an appreciation for regulation among stakeholders.

3. Renewal of licences

The LLA is key to ensuring that administration of the licence renewal processes complies with section 64 of the Act. The facilitation of all related processes in administering non-automatic renewals as part of the implementation of Section 64 will require synergy with other components to enhance regulatory impact for recalcitrant licence holders.

Risk: As noted above, a more citizen-centric approach will be followed. The WCLA is developing an online application platform and client services centre. Availability and capacity of the relevant service providers to enable those initiatives within the required timeframes has been identified as a major risk. Mitigation of this risk would be discussions with the project team on alternative methods to achieve project deliverables.

Liquor Licensing Tribunal

The Liquor Licensing Tribunal (LLT) performs quasi-judicial functions relating to the consideration and adjudication of all applications of liquor licences as provided for in the Act. It is required to exercise its duties according to the provisions of the law, impartially and without fear, favour or prejudice.

Licence applications include new licences, event licences, temporary licences, and secondary applications such as transfers, removals, and effecting structural changes. Enforcement matters include transgressions of the Act and licence conditions, interim suspensions where there is an imminent threat to the public, non-compliance with LLT orders and non-automatic renewals.

The Provincial Alcohol-Related Harms Reduction White Paper necessitated a strategic emphasis on public interest in the consideration of liquor licence applications. Any licence must on a balance of probability, be in the public interest and the burden rests with the applicant.

When considering public interest in terms of the Act, the LLT relies on appropriate, relevant and credible information regarding each application placed before it. This is potentially challenging for communities not used to voicing their concerns or providing cogent input. This poses a potential risk that licence applications are considered without all pertinent information to the detriment of interested parties or that appropriate action is not taken against non-compliant licence holders in the case of enforcement matters. The WCLA will facilitate community input via community structures and other channels during the application phase and emphasise the importance of ongoing public participation by submitting complaints about existing non-compliant liquor outlets.

Relevant information relates to socio-economic factors, crime statistics and general information about community challenges. Therefore, public participation and accurate/up-to-date information provided by communities, departments, municipalities, the SAPS, and other institutions are of great importance.

The Liquor Licensing Tribunal has three key focus areas and outcomes.

1. Finalisation of applications within prescribed time frames

The LLT follows a risk-based approach to considering applications and enforcement matters. Although all applications need to be considered within the legislative time frames, the considerations are prioritised against risk and impact on the public interest.

Part B: Our Strategic Focus

Ongoing system enhancements and process improvements enable faster turnaround times and effective management reports. Focus will also be placed on the timeous formulation of reasons for decisions, allowing shorter turnaround times in appeal matters.

2. Enforcement matters

The LLT is mandated to sanction licensed outlets in instances of non-compliance. Non-compliance (with the Act and licence conditions) has a negative impact on communities and amplifies alcohol-related harms. Enforcement matters thus need to be considered timeously to limit harms. Enforcement matters with a high impact on public interest will therefore be expedited with a zero-tolerance approach in respect of the following:

- contravention of the licence conditions;
- sale/supply of liquor to minors and allowing minors to enter a restricted area;
- transgressions impacting/relating to women, youth and children;
- allowing the sale/supply/storing of drugs on licensed premises;
- selling liquor in contravention of licence type; and
- distribution/delivery/storing of liquor involving unlicensed liquor premises.

Non-compliance in respect of LLT orders will be prioritised and pursued. Sanctions provided for in Section 82 of the Act will be enforced. Irresponsible and non-compliant licence holders will not be allowed to renew their licence automatically and will have to do so upon application to the LLT.

To ensure timeous and quality decisions, the focus will be placed on optimising processes and procedures before enrolment. Process improvements will aim to provide an integrated approach throughout the different stages of the enforcement process. This will include preparing reports and affidavits on non-compliance, the drafting, preparation and presentation of charges and the consideration thereof at LLT sittings.

The Western Cape Liquor Act is currently under review, and it is envisaged that it will extend the powers of the Section 24 Committees to include enforcement powers (i.e., sanctions, suspensions, revocations). This will allow for additional capacity to consider enforcement matters.

3. Public Interest

Public interest is a key consideration in the granting of a licence. Application types will be identified in terms of complexity and impact on the public interest, considering the alcohol-related harms reduction objectives. Application types with a higher risk and impact on communities will be prioritised. Licence conditions will be tailored on an individual basis to mitigate the potential negative impact on communities while ensuring responsible trading by licence holders.

Where necessary, the LLT may request broader public participation to ensure the possible impact of new developments in licence applications are fully and adequately considered.

As part of the current legislative amendments, a limited public interest participation process will be introduced in relation to applications for structural changes to licensed premises and alterations to the nature of a licence. Experience has shown that these changes invariably have a negative impact on the immediate neighbours of the premises in question.

The thorough consideration of licence applications, the issuing of adequate licence conditions and a zero-tolerance approach towards non-compliant licence holders will facilitate effective regulation and limit negative impact on communities.

Communication, Education and Stakeholder Relations

The Communication, Education and Stakeholder Relations (CES) component champions understanding of and appreciation for the value of liquor regulation. This component contributes to achieving the WCLA's strategy to regulate effectively in the public interest, focusing on increasing community participation in licensing processes and enabling compliance and enforcement. The two fundamental mechanisms in this regard are the formulation and submission of comments on new licence applications and reports of non-compliance in respect of existing liquor outlets.

The four functional areas of the CES component are:

- Communication;
- Education and Awareness;
- Stakeholder Relations, and
- Research and Data Analysis.

In the 2022/23 financial year, CES will focus on achieving the following impact:

1. Accessibility of WCLA processes to enable and empower all stakeholders

Access to information and processes will be a priority to create an enabling licensing environment for business and increase community participation in applications and enforcement. This includes ensuring information is easy to understand and accessible via all WCLA channels.

2. Informed, responsible and compliant licence holders

Education and training will emphasise the responsibility of licensees (and nominated managers) to reduce alcohol-related harms by embracing regulatory provisions and licence conditions. Ongoing communication with licence holders will include practical ways to remain compliant. Special focus will be placed on communicating the impact of alcohol-related harms on vulnerable groups such as women, youth and children (e.g., Gender-Based Violence, Foetal Alcohol Syndrome).

3. Optimisation of resources through key partnerships

Building on the relationships established with community structures, provincial government departments, municipalities, the South African Police Service (SAPS) and various forums; these partnerships will be further developed to leverage resources and opportunities for broader stakeholder engagement. This includes involvement in local government Integrated Development Plan (IDP) processes and regular engagement with Community Policing Forums (CPFs) and Neighbourhood Watches (NHWs). In addition, partnerships with the Departments of Social Development and Education will target curriculum development to create awareness of opportunities for public participation in liquor regulation. The interest of the public and vulnerable members of communities (women, youth and children) will be emphasised when engaging with key stakeholders and potential partners.

4. Informed, empowered and active communities

To enable the consideration of public interest during the licensing adjudication process, community participation is crucial. Communication via community structures and other channels will provide clear information about getting involved in liquor regulation processes. Emphasis will be placed on the importance of ongoing participation beyond commenting on licence applications, through submission of reports about existing liquor outlets.

5. Relevant, responsive and focused WCLA operations

Data analysis will be further developed to identify, obtain and collate relevant information for sharing internally with other components to inform enforcement, awareness and LLT decisions. This includes data from the

Part B: Our Strategic Focus

WCLA's systems and various sources (e.g., provincial departments, the SAPS, research institutions). This functional area of the component is increasing its capacity, and partnerships with the institutions above will be strengthened to facilitate sharing of information.

6. Evidence-based communication, education and awareness activities

Content shared externally as part of communication or education and awareness activities will be based on relevant data to support the alcohol-related harms reduction approach. Current activities focus on the practical mechanisms available to communities to promote the public interest and reduce alcohol-related harms. These activities will be evaluated to assess their impact and guide future implementation.

Due to the associated lockdowns and health and safety constraints of the Pandemic, the component shifted its approach from face-to-face meetings and training to virtual engagements and correspondence. A positive consequence is that the use of virtual platforms for training has been welcomed by many licence holders and has improved the efficiency of the education programme. Consequently, we will continue offering online training opportunities and revisit our engagement methodology. In-person stakeholder engagement remains preferable in many instances, and this will be pursued in as far as the COVID-19 pandemic protocols allow.

Compliance and Enforcement

The Compliance and Enforcement (CE) component is the primary driver of licence holder compliance with the provisions of the Act and other applicable legislation by:

- conducting pre-licensing inspections and the 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;
- initiating the prosecution of non-compliant licence holders before the LLT and the referral of criminal matters to the criminal justice system, and
- the issuing of administrative notices to unlicensed outlets.

The LLT holds powers to impose sanctions upon licence holders who contravene any provision of the Act. These sanctions include the imposition of fines (which are proven as an effective deterrent against irresponsible trading). A settlement process initiated in 2017 will be reviewed for renewed impact. Intelligence- and data-driven enforcement will be pursued. Non-compliance matters before the LLT will be prioritised to implement the provisions of Section 64.

Over time, the WCLA's efforts are expected to improve compliance levels which may reduce the number of non-compliance reports and compliance notices. The National State of Disaster has made it difficult to establish a baseline in this regard.

The CE component benefitted from a substantial increase in its capacity during the 2021/2022 financial year with the implementation of two projects:

- a) R2.229 million was availed for introducing five 2-year fixed-term positions for Junior Liquor Inspectors, with the objective to inspect all licences within the City of Cape Town Metro and Cape Winelands District. Such inspections focus on premises that have not been inspected for a period of four years or longer. This project also aims to inspect all licensed outlets at least once annually.
- b) To contribute to the establishment of safe and cohesive communities in areas most affected by contact related crime, the Department of Community Safety funded the appointment of a further 19 additional Inspectors to

collaborate with the Area Based Teams. Such teams include various law enforcement agencies in each of the priority policing precincts.

The projects are aligned to the White Paper, which requires a consolidation, alignment and integration of all law enforcement agencies focusing on the enforcement of laws on alcohol. The expectation is further for the WCLA to play a leadership role in this regard. Relationships with other enforcement agencies will be strengthened by joint planning of operations, training and exploring enforcement opportunities. Collaboration with other law enforcement agencies will demonstrate value in terms of general policing to reduce crime, much of which are alcohol related. An evidence-based approach will be followed, supported by an automated inspection system developed to allow the plotting of licensed outlets while conducting inspections. Such plotting is done via an application downloaded to tablets or cell phones used by Inspectors in the field. An indicator speaking to such activity has been introduced allowing operational data analysis in relation to enforcement interventions. It will also assist the LLT in making appropriate decisions related to different types of applications.

Although the Area Based Teams (ABT) approach currently focuses on 16 priority areas, the aim is to expand the project to reach all areas in the province. The successes of the ABTs will however inform expansion. In addition, regular meetings of the Law Enforcement Technical Area Teams will allow the monitoring and measuring of progress and the impact towards the reduction of crime.

A back scanning project that captures all relevant information contained in licence files will allow Inspectors electronic access to such information during inspections in the field via the mobile application. The application was further developed, expanding the GPS plotting of licensed outlets. The automated inspection system is intended to improve planning and reduce time spent on administration.

As part of the alcohol-related harms reduction efforts as contemplated in the White Paper, operations are more focused on proper control at licensed outlets and compliance with the Act regarding under-age drinking and minors gaining access to restricted areas. Interventions are informed by complaints as recorded in the complaints register and the location of problematic outlets identified by other agencies such as the SAPS and Law Enforcement. Long outstanding inspections will also guide inspectors according to the LMATS system. Although priority will be placed on problematic outlets, licensed outlets which have not been inspected over the past four years will still be targeted. In addition to all functions normally performed during inspections, Inspectors will focus on outdated licence conditions and the submission of reports to align such with the legislation as amended.

Finance

The WCLA's strategic plan and the outcome-oriented goals provide a roadmap for what the organisation seeks to achieve, based on determining outcomes and outputs. The Finance component will deliver cost-effective and timely support in a manner to ensure 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 can be achieved by providing that the licensing fees charged by the WCLA are cost reflective through progressive annual fee increases over the MTEF period. In addition, the WCLA will pursue the implementation of differentiated pricing, legislative amendments are required in this regard. It is envisaged that these amendments are likely to come into effect in the outer years. Differentiated pricing should provide relief to smaller players while ensuring that the liquor industry sustainably contributes to the costs of regulating the industry and reducing alcohol-related harms.

The WCLA has identified quick wins within the mandate it already holds, and in the short-term, the focus will be to provide leadership in these areas while continuing to influence the areas where it doesn't have such control. A phased approach to differentiated enforcement and administration informed by evidence and data will be adopted in the short term to overcome the challenge of a differentiated pricing model that requires legislative amendments.

Part B: Our Strategic Focus

The differentiated pricing model will now be pursued in three phases, namely:

Phase 1 – 2022/23: Implement a differentiated enforcement and administration strategy, based on Section 64 of the Act dealing with non-automatic renewals, targeting licensees who:

- become disqualified in terms of Section 35 to hold a licence;
- are declared unfit to hold a liquor licence by the LLT;
- have failed to comply with a compliance notice;
- have failed to comply with licence conditions, or
- are the subject of a complaint.

Phase 2 – 2023/24: Pursue the implementation of the amendments to the Act by gathering data on volumes traded and modelling the Differentiated Pricing Model.

Phase 3 – 2024/25: Submit proposals segmenting licensees based on volume and develop a Differentiated Pricing Model informed by such.

Phase 1 – implement a differentiated enforcement and administration strategy, based on Section 64 of the Act dealing with non-automatic renewals

Section 64 of the Act introduces the concept of differentiation between licence holders based on their direct or indirect contribution to alcohol-related harms. It allows for targeted and differentiated enforcement and administration by allowing licence holders who comply with the Act and licence conditions to renew their licences automatically and conveniently while forcing errant licence holders to follow a non-automatic renewal process.

The non-automatic renewal process requires errant licensees to apply to renew their licence, pay an application fee and convince the LLT to allow them to renew their licence. If allowed, they will be required to pay the renewal fees over and above the application fee previously paid. This makes the cost of renewal of the licence higher for the errant licence holders and allows the WCLA an opportunity to claw back the higher costs it would have incurred to monitor and regulate these licence holders due to their errant behaviour in the previous year. Furthermore, there is a real possibility that the LLT may refuse the licensee the right to renew their licence should they fail to satisfy the LLT, on a balance of probabilities, that the renewal thereof is in the public interest.

The WCLA has developed a timetable for implementing the differentiated enforcement and administration (Section 64 non-automatic renewal) commencing from July 2022, when the 2023 renewal cycle commences. This approach aims to introduce licensees and other stakeholders to a segmentation of the licensees based on direct or indirect contribution to alcohol-related harms. This is a critical step towards the implementation of a differentiated pricing model that also meets the alcohol-related harms reduction objective. This differentiation will also contribute to the reduction of alcohol-related harms as it rewards good behaviour while ensuring further consequence management for errant behaviour by licensees.

The resource base and capacity of the WCLA to date did not allow for the implementation of Section 64. With the additional compliance and enforcement capacity now available, it will be pursued in a fair, just and equitable manner.

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

Corporate Services

The Corporate Services (CS) component is committed to developing and providing innovative services that support and align with the goals of the WCLA. The demand for strategic, consultative and collaborative services continues to grow. The draft Human Resources (HR) Strategy identifies a broad set of organisational objectives. These aim to expand organisational capacity to deliver on the WCLA vision, increase individual potential and to position the Authority as an employer of choice.

Over the next financial year, the focus is to modernise and enable the delivery of services - focusing our efforts on opportunities to streamline systems, adopt new technologies and business models, and align services and processes to regulate liquor effectively and reduce alcohol-related harms. Our goal is to enable the delivery of services and enhance the capacity of all organisational components.

The WCLA has a significant role to play in reducing alcohol-related harms, which was demonstrated during the National State of Disaster. This despite resource constraints. The Authority intends to adequately capacitate its components in order of priority to improve its effectiveness in limiting harms associated with alcohol. The WCLA continues to evolve and has succeeded in institutionalising capacity for critical functions. The CS component will focus on finalising the HR Strategy that incorporates a vision for an organisational structure fit for purpose. The HR Team will pursue organisational values affirming a culture to serve. A capacitated WCLA structure will:

- facilitate the transformation of the regulation of the liquor industry;
- entrench a culture of long-term planning;
- enable systems and processes for effective monitoring and evaluation;
- value data and evidence to inform decision-making and optimisation of resources;
- engage communities effectively and meaningfully;
- optimise resources and personnel of the Entity, and
- accept accountability for its mandate.

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

Employees and COVID-19

The COVID-19 pandemic and the resulting economic recession have negatively impacted on many people's lives, including mental wellbeing. The importance of strong and positive relations in the workplace should not be underestimated.

As a concerned and participative employer, the WCLA provides an employee wellness service to its employees. Among others, the service includes:

- telephonic counselling sessions with experienced and qualified professionals; and
- face-to-face counselling with experienced and skilled professionals.

The staff of the WCLA are continually encouraged to tap into the services offered. Staff are reminded that all information and discussion between themselves and the service provider are strictly confidential.

Part C

MEASURING OUR PERFORMANCE

Part C: Measuring Our Performance

4. Institutional Programme Performance Information

4.1 Component 1: Liquor Licensing Administration

Component purpose

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Applications processed by the Liquor Licensing Administration within prescribed timeframes	Legislative compliance	1.1 Percentage of permanent and secondary licence applications received by the Liquor Licensing Administration processed within prescribed timeframes	New	New	84%	90%	100%	100%	100%
		1.2 Report on non-automatic (section 64) renewal applications processed	New	New	New	New	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
1.1	Percentage of permanent and secondary licence applications received by the Liquor Licensing Administration processed within prescribed timeframes	100%	100%	100%	100%	100%
1.2	Report on non-automatic (section 64) renewal applications processed	4	1	1	1	1

Explanation of Planned Performance over the Five-Year Planning Period

- To expedite the application process allowing new licence holders into the regulated space.
- To develop an integrated and streamlined approach for the administration of applications.

Greater focus will be placed on ensuring that all systems and processes related to administering applications are aligned to process applications expeditiously.

The aim is to ensure prescripts are complied with and applications meet the required standard of a fully motivated application. Formal and effective channels of communication relating to the application processes will be maintained; all processes are formally recorded and guided by standard operating procedures. Operating systems will be aligned to honour legislative prescripts. These initiatives should enable the timeous processing of all applications.

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Liquor Licensing Administration	11 721	9 535	10 133	16 756	12 528	13 002	13 510
TOTAL	11 721	9 535	10 133	16 756	12 528	13 002	13 510

Economic Classification

Current payments							
Compensation of employees	7 132	7 766	8 291	8 692	8 468	8 598	8 730
Goods and services	4 582	1 769	1 778	4 035	3 263	3 573	3 911
Payments for capital assets	7	0	64	4 029	797	831	869
TOTAL	11 721	9 535	10 133	16 756	12 528	13 002	13 510

Part C: Measuring Our Performance

4.2 Component 2: Liquor Licensing Tribunal

Component purpose

This component is tasked with the responsibility of adjudicating liquor licence 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	Legislative compliance	2.1 Percentage of permanent and secondary licence applications considered by the Liquor Licensing Tribunal within the prescribed time frames	New	New	56%	90%	100%	100%	100%
		2.2 Percentage of all enforcement matters finalised by the Liquor Licensing Tribunal within 60 days of referral	New	New	67%	90%	100%	100%	100%
		2.3 Report on non-compliance with Tribunal orders.	New	New	New	New	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.1	Percentage of permanent and secondary licence applications considered by the Liquor Licensing Tribunal within the prescribed time frames	100%	100%	100%	100%	100%
2.2	Percentage of all enforcement matters finalised by the Liquor Licensing Tribunal within 60 days of referral	100%	100%	100%	100%	100%
2.3	Report on non-compliance with Tribunal orders.	4	1	1	1	1

Explanation of Planned Performance over the Five-Year Planning Period

The focus of the LLT is directed at 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.

1. Finalisation of applications within prescribed time frames

The LLT follows a risk-based approach to considering applications and enforcement matters. Although all applications need to be considered within the legislative time frames, the consideration of applications are prioritised against risk and impact on the public interest. Ongoing system enhancements and process improvements enable faster turnaround times and effective management reports. The focus will also be placed on the timeous formulation of reasons for decisions, allowing faster turnaround times in appeal matters.

2. Enforcement matters

The LLT is mandated to sanction licensed outlets in instances of non-compliance. Non-compliance (with the Act and licence conditions) has a negative impact on communities and amplifies alcohol-related harms. Enforcement matters thus need to be considered timeously to limit harms. Enforcement matters with a high impact on public interest will therefore be expedited with a zero-tolerance approach in respect of the following transgressions:

- contravention of the licence conditions;
- sale/supply of liquor to minors and allowing minors to enter a restricted area;
- transgressions impacting/relating to women, youth and children;
- allowing the sale/supply/storing of drugs on licensed premises;
- selling liquor in contravention of licence type; and
- distribution/delivery/storing of liquor involving unlicensed liquor premises.

To ensure timeous and quality decisions, focus will be placed on optimising processes and procedures before enrolment. A zero-tolerance approach will be followed towards non-compliance with LLT orders. Sanctions provided in Section 82 of the Act will be fully utilised to ensure that non-compliant licence holders comply with regulations.

3. Public Interest

Public interest is a key consideration in the granting of a licence. Application types will be identified in terms of complexity and impact on the public interest, keeping in mind the alcohol-related harms reduction objectives. Application types with a higher risk and impact on communities will be prioritised. Licence conditions will be tailored on an individual basis to mitigate the potential negative impact on communities while ensuring responsible trading by licence holders.

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Liquor Licensing Administration	3 574	3 878	4 111	4 372	3 535	3 872	4 237
TOTAL	3 574	3 878	4 111	4 372	3 535	3 872	4 237

Economic Classification

Current payments							
Compensation of employees	3 358	3 563	3 828	3 958	3 200	3 505	3 835
Goods and services	212	315	283	414	335	367	402
Payments for capital assets	4	0	0	0	0	0	0
TOTAL	3 574	3 878	4 111	4 372	3 535	3 872	4 237

Part C: Measuring Our Performance

4.3 Component 3: Communication, Education and Stakeholder Relations

Component purpose

The purpose of this component is to champion understanding of and appreciation for liquor regulation, through the communication, education and awareness, stakeholder relations, and research and data analysis functions of the WCLA

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Community participation in the application and complaints processes	Increased public participation	3.1 Number of engagements with local authorities	New	New	26	26	27	27	27
		3.2 Number of public participation interventions with Stakeholders	New	New	36	36	36	36	36
		3.3 Number of awareness sessions with licence holders about the impact of alcohol on priority groupings of women, youth and children	New	New	10	12	14	16	18
		3.4. Report on public participation in the applications and enforcement processes	New	New	4	4	4	4	4
		3.5. Report on Alcohol-related Harms Reduction (AHR) education and awareness activities	New	New	New	New	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.1	Number of engagements with local authorities	27	7	7	7	6
3.2	Number of public participation interventions with stakeholders	36	9	9	9	9
3.3	Number of awareness sessions with licence holders about the impact of alcohol on priority groupings of women, youth and children	14	4	3	4	3
3.4	Report on public participation in the application and enforcement processes	4	1	1	1	1
3.5	Report on Alcohol-related Harms Reduction (AHR) education and awareness activities	4	1	1	1	1

Explanation of Planned Performance over the Five-Year Planning Period

This component contributes to achieving the WCLA's strategy to regulate effectively in the public interest, focusing on increasing community participation in licensing processes and enabling compliance and enforcement. The two key mechanisms in this regard are the formulation and submission of comments on new licence applications and reports of non-compliance in respect of existing liquor outlets.

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Communication, Education and Stakeholder Relations	4 278	3 798	4 052	4 275	3 989	4 119	4 256
TOTAL	4 278	3 798	4 052	4 275	3 989	4 119	4 256

Economic Classification

Current payments							
Compensation of employees	2 782	2 912	3 126	3 217	3 134	3 182	3 230
Goods and services	1 407	886	926	1 058	855	937	1 026
Payments for capital assets	89	0	0	0	0	0	0
TOTAL	4 278	3 798	4 052	4 275	3 989	4 119	4 256

Part C: Measuring Our Performance

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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compliance with the Act and licence conditions by licence holders	Proactive measures to ensure compliance	4.1 Percentage of licences issued in the previous financial year inspected in the current financial year	New	New	61%	80%	90%	95%	95%
		4.2 Number of enforcement operations with other agencies conducted	79	91	94	80	270	300	330
		4.3 Percentage of complaints received attended to within 14 days	New	New	100%	95%	95%	95%	95%
		4.4 Number of inspections conducted focused on under-age drinking and access to restricted areas	New	New	324	550	2 400	2 450	2 500
		4.5 Percentage of licences waiting to be inspected, as at the end of the previous financial year, inspected within the current financial year	New	New	New	70%	100%	100%	100%

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compliance with the Act and licence conditions by licence holders	Proactive measures to ensure compliance	4.6 Number of inspections conducted per licensed outlet within the ABT areas.	New	New	New	New	4	4	4
		4.7 Percentage of licensed outlets plotted in all ABT areas.	New	New	New	New	95%	98%	100%

Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
4.1	Percentage of licences issued in the previous financial year inspected in the current financial year	90%	30%	50%	70%	90%
4.2	Number of enforcement operations with other agencies conducted	270	60	75	75	60
4.3	Percentage of complaints received investigated within 30 days	95%	95%	95%	95%	95%
4.4	Number of inspections conducted focused on under-age drinking and access to restricted areas	2 400	600	600	600	600
4.5	Percentage of licences waiting to be inspected, as at the end of the previous financial year, inspected within the current financial year	100%	25%	50%	75%	100%
4.6	Number of inspections conducted per licensed outlet within the ABT areas.	4	1	1	1	1
4.7	Percentage of licensed outlets plotted in all ABT areas.	95%	24%	23%	24%	24%

Explanation of Planned Performance over the Five-Year Planning Period

The Component's structure will require a review. This is necessary to achieve greater efficiency. The position of junior Inspector did not exist previously. On-going training and development which comprises formal sessions and attendance at conferences, workshops and national forums, will be embarked upon. The capacity at hand will be directed at ensuring the LLT is evolved to adjudicate all compliance related enquiries under consideration by the LLT. The Compliance and Enforcement component will collaborate with all the relevant components of the WCLA to enable the determination of non-automatic renewal licence premises on an annual basis.

Part C: Measuring Our Performance

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compliance and Enforcement	8 702	9 060	9 595	14 924	13 756	14 041	14 338
TOTAL	8 702	9 060	9 595	14 924	13 756	14 041	14 338

Economic Classification

Current payments							
Compensation of employees	7 706	8 608	9 200	13 054	12 718	12 913	13 110
Goods and services	238	333	286	1 094	885	969	1 060
Payments for capital assets	758	119	109	776	153	159	168
TOTAL	8 702	9 060	9 595	14 924	13 756	14 041	14 338

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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Compliance with relevant legislation and National and Provincial Treasury Instructions	Legislative compliance	5.1. Percentage expenditure in relation to the allocated budget*	99%	102%	97%	98%	98%	98%	98%
		5.2. Percentage of invoices paid within 30 days after receipt of invoice	New	New	96%	100%	100%	100%	100%
		5.3. Audit opinion from Auditor-General of South Africa	New	Un-qualified Audit Opinion	-	Unqualified Audit Opinion	Un-qualified Audit Opinion	Un-qualified Audit Opinion	Un-qualified Audit Opinion

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

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

Indicators, Annual and Quarterly Targets

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

Explanation of Planned Performance over the Five-Year Planning Period

Critical to the performance of the Finance Component is the requirements in terms of the PFMA, National Treasury and Provincial Treasury regulations. Emphasis is placed on compliance with the prescripts. These inform the outputs and key performance indicators set for the Component. Continuous staff development and review of policies and Standard Operating Procedures (SOPs) are key to ensuring compliance.

Part C: Measuring Our Performance

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Finance	12 774	13 200	14 010	15 197	11 969	12 744	13 583
TOTAL	12 774	13 200	14 010	15 197	11 969	12 744	13 583

Economic Classification

Current payments							
Compensation of employees	3 404	4 745	5 111	4 437	4 323	4 389	4 457
Goods and services	7 450	6 892	7 264	9 033	7 304	7 999	8 754
Payments for capital assets	1 920	1 563	1 635	1 727	342	356	372
TOTAL	12 774	13 200	14 010	15 197	11 969	12 744	13 583

4.6 Component 6: Corporate Services

Component purpose

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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

Part C: Measuring Our Performance

Explanation of Planned Performance over the Five-Year Planning Period

Human Resource Management

Human Resource Management (HRM) reflects the centralised/ 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 to optimise the performance of the Authority's diverse workforce.

The articulation of our support and our responsibility to the workforce of the Authority is captured below: Human Resource Management will focus on four key overarching activities:

1. Personnel Services

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

2. Employee and Labour Relations

To promote a high-quality workforce and collaborative relationships between employees, management and employee organisations the HR team will provide guidance, training and recommendations on managing performance and conduct issues and resolving grievances at the lowest level.

3. Equal Employment Opportunity

Promoting equal employment opportunities for all employees and applicants (i.e., women and persons with disabilities) 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 employees and family members and manage an employee wellness programme to optimise 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 worldwide take this extremely seriously, and many have introduced legislation and frameworks for this specific purpose in the organisations that report to them. This allows for frameworks to manage and measure performance: many prescribe performance indicators with targets; 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 organisations approach Performance Management very mechanistically, emphasising collecting and reporting data, often to keep regulators happy.

Application of performance management analytics:

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

Programme Recourse Considerations

Expenditure estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Corporate Services	10 802	8 421	8 901	16 996	10 994	11 534	12 116
TOTAL	10 802	8 421	8 901	16 996	10 994	11 534	12 116

Economic Classification

Current payments							
Compensation of employees	4 330	5 133	5 534	5 696	5 549	5 634	5 721
Goods and services	5 059	3 262	3 340	5 254	4 248	4 652	5 092
Payments for capital assets	1 413	26	27	6 046	1 197	1 248	1 303
TOTAL	10 802	8 421	8 901	16 996	10 994	11 534	12 116

More and more emphasis is placed on compliance with regulations which adds to the already onerous workload of the limited staff compliment in this component. The need for a skilled workforce is identified as a necessity and provision has been made in the budget to accommodate the expense of training and developing staff. The budget has been set to fund the activities required to achieve the Component's mandate and successfully perform the activities as set out in the Authority's APP.

Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
N/A*			

* The WCLA does not share any consolidated indicators with its custodial department (DoCS)

Part C: Measuring Our Performance

5. Updated key risks and mitigation from the Strategic Plan

Outcome	Key Risk	Risk Mitigation
Applications processed by the Liquor Licensing Administration within prescribed timeframes	Applications submitted substantially non-compliant with the requirements of the Act.	Checklist and procedures provided to potential applicants and available on the WCLA website.
Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	Incomplete and lack of sufficient information provided in the application process. Capacity constraints regarding the consideration of enforcement matters.	Increased level of community participation in the applications and enforcement processes. Amendment of the current legislation to include enforcement powers to the Section 24 committees creating a dedicated enforcement stream in the Tribunal.
Community participation in the application and complaints processes	The ability to access and influence all platforms managed by other spheres of government involving and affecting communities, women, youth and children.	Facilitate engagements between the WCLA and potential partners to incorporate the interest of the public, women, youth and children. Develop a comprehensive media, training and education awareness campaigns through various mediums and platforms involving all identified stakeholders.
Compliance with the Act and licence conditions by licence 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 . The WCLAs funding for participation in the ABTs may only be funded for a 12-month period until 2022.	The objective is to increase the enforcement capacity of the WCLA as part of its contribution towards the Safety Plan through leading the work on alcohol-related harms reduction. Based on the success of the pilot project the Authority will motivate the extension of funding for a further 12 months. Applying a differential approach to the implementation to the various tariffs or staggering the increases over time would accelerate the Liquor Industry's sustainable contribution towards the reduction of alcohol-related harms and making the WCLA self-sustainable.
Compliance with relevant legislation and National and Provincial Treasury Instructions	Negative audit outcome due to non-compliance to the PFMA, GRAP, NTR and internal policies.	Training interventions identified and addressed.
An organisation with a staff establishment fit for purpose	Capacity constraints in terms of successfully making an impact on the provincial strategic priority VIP1.	The design of an appropriate structural configuration for the WCLA.

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

6. Public Entities

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

7. Infrastructure Projects

No.	Project Name	Programme	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 DESCRIPTIONS (TID)

Part D: Technical Indicator Descriptions (TID)

LIQUOR LICENSING ADMINISTRATION

Indicator number	1.1			
Indicator title	Percentage of permanent and secondary licence applications received by the Liquor Licensing Administration processed within prescribed timeframes			
Short definition	<p>The percentage of permanent and secondary licence applications that have been prepared by the Administrator and forwarded to the Tribunal for consideration within the prescribed timeframes. The list of licence 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) – 120 days 			
Key Beneficiaries	Communities and regulated industry			
Purpose	To ensure that permanent and secondary licence applications are prepared and forwarded to the Tribunal within the prescribed timeframes.			
Source of data	<p>An application is regarded as processed when it is ready to be enrolled for first time consideration and is forwarded to the Tribunal.</p> <p>A printed report will be obtained from the LMaTS system.</p> <p>Copies of applications are kept on file with the Authority and are available on request.</p>			
Method of calculation	<p>The number of days from date of lodgement to the date the application is forwarded to the Tribunal for first time consideration</p> <p>The percentage will be calculated as follows: The Denominator is equal to the number of applications forwarded to the Tribunal.</p> <p>The Numerator is equal to the number of applications forwarded to the Tribunal within the prescribed timeframes. The calculation will look as follows: Numerator/ Denominator x 100</p>			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Liquor Licensing Administration			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for persons with disabilities: N/A</p> <p>Target for older persons: N/A</p>			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be sufficient uptime of the electronic Licence Management and Tracking System			
Means of verification	System generated reports			

Data limitations	Dependent on factors such as the submission of complete applications by applicants and/ liquor consultants as well as the timeous submission of reports by the Designated Liquor Officers and municipalities.	
Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	1.1	

Part D: Technical Indicator Descriptions (TID)

Indicator number	1.2			
Indicator title	Report on non-automatic (section 64) renewal applications processed			
Short definition	Reporting on applications submitted by licence holders for the renewal of their licences as part of the Section 64 process.			
Key Beneficiaries	Applicants, licence holders, communities and regulated industry			
Purpose	Section 64 of the Western Cape Liquor Act outlines instances where a licence is not capable of automatic renewal. Purpose is to provide a report which will outline all applications received by the Authority for such cases as received by the affected licence holders.			
Source of data	System generated report.			
Method of calculation	Each report will count as one.			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Liquor Licensing Administration			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be sufficient uptime of the electronic Licence Management and Tracking System			
Means of verification	System generated reports			
Data limitations	Dependent on factors such as the submission of complete applications by applicants and/ liquor consultants as well as the timeous submission of reports by the Designated Liquor Officers and municipalities.			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	1.2			

LIQUOR LICENSING TRIBUNAL

Indicator number	2.1				
Indicator title	Percentage of permanent and secondary licence applications considered by the Liquor Licensing Tribunal within the prescribed time frames				
Short definition	<p>The percentage of permanent and secondary licence applications that have been considered by the Tribunal within the prescribed timeframes. The list of licence 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				
Key Beneficiaries	Applicants, licence holders and communities				
Purpose	To ensure that permanent and secondary licence applications are considered by the Tribunal within the prescribed timeframes.				
Source of data	<p>A licence 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; and• Refused. <p>Liquor Licence applications considered will be all applications on the case roll considered during the year under review.</p> <p>A printed report will be obtained from the LMaTS system.</p> <p>Copies of the consideration sheets/minutes are kept on file with the Authority and are available upon request.</p>				
Method of calculation	<p>The number of days from date the application is forwarded to the Tribunal to the date the application is considered by the Tribunal.</p> <p>The percentage will be calculated as follows:</p> <p>The Denominator is equal to the number of applications considered by the Tribunal.</p> <p>The numerator is equal to the number of applications considered by the Tribunal within prescribed timeframes.</p> <p>Numerator/ Denominator x 100</p>				
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially	
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target		
Indicator responsibility	Secretariat: Liquor Licensing Tribunal				
Spatial transformation	All Districts and Municipalities of the Western Cape Province				
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province				

Part D: Technical Indicator Descriptions (TID)

Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	The LLT will be sufficiently quorated			
Means of verification	System generated reports			
Data limitations	The availability of Tribunal members (quorum)			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	2.1			

Indicator number	2.2				
Indicator title	Percentage of all enforcement matters finalised by the Liquor Licensing Tribunal within 60 days of referral				
Short definition	To finalise all enforcement matters within 60 days of referral.				
Key Beneficiaries	Communities and the regulated industry.				
Purpose	To ensure that all enforcement matters are finalised by the Tribunal within 60 days of referral.				
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">• Licence revoked;• Licence suspended;• New conditions imposed;• Impose a fine;• Application dismissed; and• 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 Authority 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>Numerator/ Denominator x 100</p>				
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially	
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target		
Indicator responsibility	Secretariat: Liquor Licensing Tribunal				
Spatial transformation	All Districts and Municipalities of the Western Cape Province				
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A				
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link	
Assumptions	The LLT will be sufficiently quorated				
Means of verification	A printed report obtained from the LMaTS system and/ or signed excel spreadsheets				
Data limitations	The availability of Tribunal members (quorum)				

Part D: Technical Indicator Descriptions (TID)

Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	2.2	

Indicator number	2.3			
Indicator title	Report on non-compliance with Tribunal orders			
Short definition	Reporting on non-compliance by licence holders to Tribunal orders and subsequent actions taken.			
Key Beneficiaries	Communities and the regulated industry.			
Purpose	Non-compliance to Tribunal orders is a serious offence. To provide a report on non-compliance to Tribunal orders and subsequent actions taken to ensure compliance. Information gathered in this report may also inform non-automatic renewal process.			
Source of data	System generated report and Tribunal orders.			
Method of calculation	Each report will count as one.			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Secretariat: Liquor Licensing Tribunal			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	The LLT will be sufficiently quorated			
Means of verification	System printed report will be verified against Tribunal orders.			
Data limitations	N/A			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	2.3			

Part D: Technical Indicator Descriptions (TID)

COMMUNICATION, EDUCATION AND STAKEHOLDER RELATIONS

Indicator number	3.1			
Indicator title	Number of engagements with local authorities			
Short definition	Number of meetings and information sharing sessions held with municipalities.			
Key Beneficiaries	Communities and the specific municipal area			
Purpose	To engage with municipalities as key stakeholders enabling community participation in the applications and enforcement processes. The focus of engagements will include Alcohol-related Harms Reduction priorities, municipal reporting to assist the LLT when considering applications, co-ordination of enforcement activities and opportunities to encourage increased community participation in liquor regulation such as IDP processes.			
Source of data	Signed attendance registers and/or email confirmations and/or virtual meeting attendance reports.			
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one.			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Communication, Education and Stakeholder Relations			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Municipalities will accept invites and attend sessions/workshops and/or respond to communication			
Means of verification	Printed file as a portfolio of evidence.			
Data limitations	N/A			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	3.1			

Indicator number	3.2			
Indicator title	Number of public participation interventions with Stakeholders			
Short definition	Number of meetings or information sharing sessions held with stakeholders.			
Key Beneficiaries	Communities in the areas of specific interventions			
Purpose	<p>To inform communities that they can comment on liquor licence applications (in support of or objection to) and lodge complaints about licensed premises that transgress their liquor licence conditions and the Western Cape Liquor Act, 2008 as amended.</p> <p>Key partnerships with relevant stakeholders will assist in raising awareness about public participation opportunities in communities.</p> <p>Stakeholders include but are not limited to:</p> <ul style="list-style-type: none"> • Neighbourhood Watches; • Community Police Forums; • Departments; • NGO's; • Civic Organisations; and • NPO's. 			
Source of data	Signed attendance registers and/or email confirmations and/or virtual meeting attendance reports			
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Communication, Education and Stakeholder Relations			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for persons with disabilities: N/A</p> <p>Target for older persons: N/A</p>			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Signed attendance registers and/or email confirmations and/or virtual meeting attendance reports			
Means of verification	Every meeting held and/or email communication confirmation and/or virtual meeting held will count as one			
Data limitations	N/A			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	3.2			

Part D: Technical Indicator Descriptions (TID)

Indicator number	3.3			
Indicator title	Number of awareness sessions with licence holders about the impact of alcohol on priority groupings of women, youth and children			
Short definition	Number of awareness or information sharing sessions with licence holders focussing on the impact of alcohol-related harms on women, youth and children.			
Key Beneficiaries	Priority groups in communities where the awareness sessions are held			
Purpose	To create awareness among licence holders regarding the impact of alcohol-related harms on vulnerable groups, including women, youth and children. The focus will be on the required measures that licence holders must take to ensure these harms are reduced to protect priority groups. As per the Act and licence conditions, these measures include, among others, not selling liquor to children under the age of 18 and not selling liquor to persons who are already drunk.			
Source of data	Signed attendance registers and/or email communication confirmation and/or virtual meeting held.			
Method of calculation	Each meeting held and/or email communication confirmation and/or virtual meeting held will count as one.			
Calculation type	<input checked="" type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Communication, Education and Stakeholder Relations			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Licence holders will accept invites and attend sessions/workshops and/or respond to communication.			
Means of verification	Printed file as a portfolio of evidence.			
Data limitations	N/A			
Type of indicator	Service delivery indicator - direct impact - measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data - AOP (Key deliverables and actions)	3.3			

Indicator number	3.4			
Indicator title	Report on public participation in the application and enforcement processes			
Short definition	Drafting and submission of a report on public participation in applications and enforcement processes, including the number of comments on liquor licence applications and complaints about existing licensed premises.			
Key Beneficiaries	Communities in the areas of new applications or existing liquor outlets related to comments and complaints.			
Purpose	To measure the public participation during liquor licence applications and enforcement processes. This indicator combines public participation in both these processes in a comprehensive report that focusses on the interventions that enable public participation, in addition to the relevant figures.			
Source of data	Report on comments on new applications and removal applications and complaints register.			
Method of calculation	Each report will count as one.			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Communication, Education and Stakeholder Relations			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: <input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be an increase in public participation in the application and enforcement process			
Means of verification	Printed file as a portfolio of evidence.			
Data limitations	N/A			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	3.4			

Part D: Technical Indicator Descriptions (TID)

Indicator number	3.5			
Indicator title	Report on Alcohol-related Harms Reduction (AHR) education and awareness activities.			
Short definition	Report on the education and awareness activities that contribute to reducing AHR.			
Key Beneficiaries	Communities in the Western Cape, especially where there are licensed premises.			
Purpose	<p>This report will detail the approaches to educating relevant stakeholders (especially the public and licence holders) about the negative consequences of harmful alcohol use and its associated risks.</p> <p>Key partnerships and forums that support these activities include, among others, the LDACs (Local Drug Action Committees), the SAPS and the Departments of Education, Health, Social Development and Community Safety.</p> <p>The report will include information on the training of New Applicants and Nominated Managers, which includes a focus on the responsibilities of Licensees to reduce alcohol-related harms through compliance with the Act and licence conditions. It will also reflect on the regular communication with licence holders about the practical ways to remain compliant and any other education and awareness activities focussing on the reduction of alcohol-related harms.</p>			
Source of data	Signed attendance registers and/or email communication confirmation and/or virtual meeting held			
Method of calculation	Every meeting held and/or email communication confirmation and/or virtual meeting held and/or evidence of education and awareness activities.			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Communication, Education and Stakeholder Relations			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be a reduction in alcohol-related harms.			
Means of verification	Printed file as a portfolio of evidence.			
Data limitations	N/A			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	3.5			

COMPLIANCE AND ENFORCEMENT

Indicator number	4.1				
Indicator title	Percentage of licences issued in the previous financial year inspected in the current financial year				
Short definition	To monitor compliance of licensed liquor outlets which entered the regulated environment within the financial year after it was issued. This refers only to Section 36 licence applications.				
Key Beneficiaries	Licensees and the general public				
Purpose	To ensure that licensed outlets that entered the regulated environment are inspected within a reasonable time after the issue of the licence. Such intervention will ensure that new entrants are not only familiar with the conditions of their licences, but also put measures in place to ensure that they comply with the provision of the Act as well as the conditions of the licence. This intervention further aims to proactively ensure that new licensees commence and continue with business in a responsible manner.				
Source of data	A system generated report will be obtained from the LMaTS system indicating the number of licences issued in the previous financial year and excel register/system generated report indicating the WCP number and date of inspection (inspection forms will be available on request). *It must be noted that where the licence 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.				
Method of calculation	The percentage will be calculated as follows: The Denominator is equal to the number of licences issued in the previous financial year. The numerator is equal to the number of such licences inspected within the current financial year. Numerator/ Denominator x 100				
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input checked="" type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative	
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially	
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target		
Indicator responsibility	Senior Manager: Compliance and Enforcement				
Spatial transformation	All Districts and Municipalities of the Western Cape Province				
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A				
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link	
Assumptions	There will be sufficient capacity and resources to conduct inspections				
Means of verification	System generated report and inspection forms				

Part D: Technical Indicator Descriptions (TID)

Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The Inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data. The procurement of electronic devices also poses a challenge and not all Inspectors will be able to access or record information within a reasonable time.	
Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	4.1	

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.			
Key Beneficiaries	The general public, licensees and other enforcement agencies			
Purpose	Ensuring the safety of Inspectors in areas where such risks has been identified.			
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 utilised to keep record of the number of operations conducted.			
Method of calculation	Each copy of enforcement operation report will count as one			
Calculation type	<input checked="" type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Compliance and Enforcement			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be sufficient capacity and resources to conduct inspections			
Means of verification	Operation reports			
Data limitations	Operations are normally guided by the risks associated with certain areas and therefore operations might be demand driven and also guided by the availability of the SAPS or Law Enforcement officials.			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	4.2			

Part D: Technical Indicator Descriptions (TID)

Indicator number	4.3			
Indicator title	Percentage of complaints received attended to within 14 days			
Short definition	All complaints received from the public must be attended to within 14 days by having contact with the complainant and reporting on the investigation of such complaint.			
Key Beneficiaries	Licensees, the general public and complainants			
Purpose	This indicator will ensure that cases of non-compliance are addressed within a reasonable time and to develop a trust relationship with the community who should work closely with authorities to address alcohol harms. Although investigations may take longer to finalise, the indicator will ensure regular feedback to communities who are affected by the actions of irresponsible traders.			
Source of data	Complaints register which contains relevant information related to complaints.			
Method of calculation	Denominator: Number of complaints registered in complaints register Numerator: Number of complaints attended to within 14 days according to "Date attended to"			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Compliance and Enforcement			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	There will be sufficient capacity and resources to conduct inspections			
Means of verification	Complaints register			
Data limitations	Certain complainants opt to remain anonymous which makes it difficult to keep contact with such complainants. Some complaints might be originating from outer areas of the Province which are difficult to attend to within the prescribed timeframe.			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	4.3			

Indicator number	4.4			
Indicator title	Number of inspections conducted focused on under-age drinking and access to restricted areas			
Short definition	To monitor compliance with the provisions of the Act by licensed liquor outlets			
Key Beneficiaries	General public and communities			
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.			
Source of data	Each inspection will count as one.			
Method of calculation	Signed excel spreadsheets/ LMaTS report. Signed inspection form will be available on request. *It must be noted that where the licence 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.			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Compliance and Enforcement			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward
	<input type="checkbox"/> Address			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Recovery plan focus areas	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Assumptions	There will be sufficient capacity and resources to conduct inspections			
Means of verification	Inspection forms			
Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The Inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data. The procurement of electronic devices also poses a challenge and not all Inspectors will be able to access or record information within a reasonable time.			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	4.4			

Part D: Technical Indicator Descriptions (TID)

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

Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The Inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data. The procurement of electronic devices also poses a challenge and not all Inspectors will be able to access or record information within a reasonable time.	
Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	4.5	

Part D: Technical Indicator Descriptions (TID)

Indicator number	4.6			
Indicator title	Number of inspections conducted per licensed outlet within the ABT areas			
Short definition	To conduct regular inspections at licensed outlets in the ABT areas to reduce alcohol-related harms in station precincts which contribute most to contact crime			
Key Beneficiaries	Licensees and the general public			
Purpose	Continued inspections will be focussed on specific contraventions which normally leads to disorderly behaviour and/or prejudice public interest. The persistent visits to outlets in the ABT areas are intended to improve compliance levels and establish a pattern of compliance.			
Source of data	A list of licensed premises in the ABT areas will be obtained from the LMATS system which will be used to monitor and capture inspections which are conducted repeatedly at such premises. A spread sheet of such licensed outlets will be kept to update inspection and inspection forms are completed for each inspection which is uploaded to the LMATS system. *It must be noted that where the licence 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.			
Method of calculation	A spread sheet will be kept in which continued inspections are recorded to monitor compliance as well as the number of inspections conducted at each premises. Although targets are reflected as one per quarter, the period between inspections may vary due to variations of compliance levels in different areas.			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input checked="" type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Compliance and Enforcement			
Spatial transformation	Kraaifontein, Khayelitsha, Mfuleni, Atlantis, Phillipi, Bishop Lavis, Delft, Gugulethu, Nyanga, Michells Plain, Harare and municipalities of Swartland, Witzenberg, Beaufort-West, Theewaterskloof and George			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location	
	Extent: <input checked="" type="checkbox"/> Provincial		<input type="checkbox"/> Local Municipality	
	<input type="checkbox"/> Ward			
	<input type="checkbox"/> Address			
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link

Assumptions	Inspectors will be able to reach all licensed outlets in the ABT's which includes the districts at least four times. An approximate total of 1 300 licensed outlets are situated in such areas and distances, accessibility as well as safety risks may pose challenges to reach all premises. Problematic outlets would require more inspections and therefore the minimum number of inspections per licensed outlet has been set at three. An evidence-based approach would allow the identification of problematic outlets which will require more interventions resulting in effective enforcement. There will be sufficient capacity and resources to conduct inspections	
Means of verification	System generated report/spread sheet and inspection forms	
Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The Inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data. The procurement of electronic devices also poses a challenge and not all Inspectors will be able to access or record information within a reasonable time.	
Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	4.6	

Part D: Technical Indicator Descriptions (TID)

Indicator number	4.7				
Indicator title	Percentage of licensed outlets plotted in all ABT areas				
Short definition	Cell phones or tablets will be used by inspectors to plot the location of licensed outlets while busy with routine or risk-based inspections. The GPS location is saved on the device which will automatically be uploaded to the LMATS system.				
Key Beneficiaries	Licensees and the general public				
Purpose	The plotting of licensed outlets will allow accurate information to be electronically retained in relation to addresses of all licensed outlets. Same will improve the planning of trips and save time on the road. Access to a system which provides geo-spatial data will allow proper analysis to inform enforcement interventions.				
Source of data	A list of licensed outlets from the LMATS system will indicate which licensed outlets have not been plotted (GPS). The list will therefore also reflect the ones which have not been plotted. The system will provide management information in relation to those which were plotted over any period as requested.				
Method of calculation	The number of premises plotted will be indicated as a percentage of all licensed outlets in the ABT areas. Numerator: Number of outlets plotted Denominator: Number of licensed outlets in the ABT areas according to the LMATS system				
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative	
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially	
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target		
Indicator responsibility	Senior Manager: Compliance and Enforcement				
Spatial transformation	All Districts and Municipalities of the Western Cape Province				
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province				
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A				
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link	
Assumptions	There will be sufficient capacity and resources to conduct inspections				
Means of verification	System generated report and inspection forms				
Data limitations	The component currently relies on the services of one administrator who captures all information on the LMATS system. The Inspectorate is however in the process converting to an automated inspection system which require the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such system. This process might lead to some challenges in terms of the accuracy of data. The procurement of electronic devices also poses a challenge and not all Inspectors will be able to access or record information within a reasonable time.				

Type of indicator	Service delivery indicator – direct impact – measure outputs	
	Is this a demand-driven indicator?	
	<input type="checkbox"/> Yes, demand-driven	<input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	N/A	
Implementation Data – AOP (Key deliverables and actions)	4.7	

Part D: Technical Indicator Descriptions (TID)

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			
Key Beneficiaries	Licence holders, Communities and funding departments			
Purpose	To assess the institutions capacity to spend against the planned budget			
Source of data	IYM, database, EPRE, ENE			
Method of calculation	Actual expenditure plus commitments divided by approved budget calculated as a percentage Numerator is equal to the actual budget spent and contractually committed (actual expenditure + commitments)/Denominator is equal to approved budget at the beginning of the financial year (approved budget)			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Chief Financial Officer			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	The readily availability of real time data			
Means of verification	Audited Annual Financial Statements			
Data limitations	Challenges with real-time data			
Type of indicator	Service delivery indicator - direct impact - measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data - AOP (Key deliverables and actions)	5.1			

Indicator number	5.2			
Indicator title	Percentage of invoices paid within 30 days after receipt of invoice			
Short definition	The number of invoices paid within 30 days of receipt by the institution against the total number of invoices received by the institution.			
Key Beneficiaries	Suppliers and funding departments			
Purpose	To enable suppliers to have sufficient funding to operate their business and to comply with PFMA (S30)			
Source of data	Signed excel database providing the following information: <ul style="list-style-type: none"> • Name of supplier; • Invoice number; • Amount of invoice; • Date received; and • 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)			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Chief Financial Officer			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: <input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Suppliers submit the correct invoice timeously			
Means of verification	Excel spreadsheet			
Data limitations	None			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	5.2			

Part D: Technical Indicator Descriptions (TID)

Indicator number	5.3					
Indicator title	Audit opinion from Auditor-General of South Africa					
Short definition	Outcome of the audit conducted by the Auditor-General of South Africa (AGSA). Note: The audit opinion expressed during the current financial year will relate to the audit outcome of the previous financial year (e.g., the audit opinion expressed during 2015/16 will relate to the audit outcome of 2014/15).					
Key Beneficiaries	Residents of the WC Province and funding departments					
Purpose	Monitors the outcome of the audit conducted by the AGSA					
Source of data	Audit Report of AGSA					
Method of calculation	Audit opinion expressed in Audit Report of AGSA					
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative		
Reporting cycle	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> Annually	<input type="checkbox"/> Biennially		
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target			
Indicator responsibility	Chief Financial Officer					
Spatial transformation	All Districts and Municipalities of the Western Cape Province					
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:		<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations	
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality		<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province					
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A					
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity		<input type="checkbox"/> No link	
Assumptions	Audit by the AGSA will be completed within the prescribed timeframes					
Means of verification	Audit Report from the AGSA					
Data limitations	Timeous availability of the Audit Report of the AGSA					
Type of indicator	Service delivery indicator – direct impact – measure outputs					
	Is this a demand-driven indicator?					
	<input type="checkbox"/> Yes, demand-driven			<input checked="" type="checkbox"/> No, not demand-driven		
COVID-19 linkage	N/A					
Implementation Data – AOP (Key deliverables and actions)	5.3					

CORPORATE SERVICES

Indicator number	6.1			
Indicator title	Number of Annual Performance Plans (APP) published			
Short definition	The publication of the Authority's Annual Performance Plan			
Key Beneficiaries	Residents of the WC province			
Purpose	To ensure compliance with the PFMA in terms of the publication of the Authority's Annual Performance Plan			
Source of data	Strategic Planning and Review Sessions/draft Annual Performance Plans			
Method of calculation	A printed and bound APP will count as one			
Calculation type	Cumulative	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Corporate Service			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location		<input checked="" type="checkbox"/> Multiple Locations
	Extent:	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward <input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Information required from Components will be accurate and received timeously			
Means of verification	Printed and bound Annual Performance Plan			
Data limitations	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 – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	6.1			

Part D: Technical Indicator Descriptions (TID)

Indicator number	6.2			
Indicator title	Number of quarterly performance reports submitted to DotP			
Short definition	Quarterly Performance Reports (QPR) submitted via the eQPRS			
Key Beneficiaries	Department that has oversight responsibility			
Purpose	To report on quarterly performance achievements against indicator targets as set in the APP			
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			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Corporate Service			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: <input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Information required from Components will be accurate and received timeously			
Means of verification	Quarterly signed certificate of approval			
Data limitations	The non-timeous submission of data from components			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	6.2			

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			
Key Beneficiaries	Department that has oversight responsibility			
Purpose	To report on quarterly performance achievements against indicator targets as set in the APP			
Source of data	Signed QPR reports submitted to parent department			
Method of calculation	Each QPR report submitted will count as one			
Calculation type	Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Senior Manager: Corporate Service			
Spatial transformation	All Districts and Municipalities of the Western Cape Province			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: <input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: Services are provided in all Districts and Municipalities of the Western Cape Province			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for persons with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> No link
Assumptions	Information required from Components will be accurate and received timeously			
Means of verification	Quarterly signed QPR reports			
Data limitations	The non-timeous submission of data from components			
Type of indicator	Service delivery indicator – direct impact – measure outputs			
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	N/A			
Implementation Data – AOP (Key deliverables and actions)	6.3			

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