

# Annual Performance Plan



2024/25



**WESTERN CAPE**  
LIQUOR AUTHORITY



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## Annual Performance Plan



**2024 – 2025**

# Executive Authority Statement

The Western Cape Liquor Authority (the WCLA) in the execution of its mandate, demonstrates an appreciation for the critical role it has to play (together with key stakeholders and partners) to facilitate safer and cohesive communities throughout the Western Cape.

The alignment of the goals of the WCLA to the strategic objectives of the PGWC is apparent and welcomed. The WCLA in its participation in the ABT areas demonstrates a commitment to the Whole of Society Approach (WOSA). The compilation and methodology of the Situational Analysis applied within communities supports the WOSA.

The WCLA has successfully baselined inspectorate capacity to monitor and compel compliance on the part of errant licence holders. Public interest remains the key consideration not only for the granting of a licence but also for the continued existence of such a licence. The implementation of the non-automatic renewal process has enabled not only the WCLA Inspectorate but more importantly communities. A licence is not a lifelong right but a concession that is allowed on a year-to-year basis provided public interest is respected.

The liquor sector is acknowledged as a key sector of the WC economy. The WCLA is relied upon to ensure that growth of the sector does not translate into commensurate growth in social harms/ ills. It is thus imperative to ensure the WCLA has the appropriate resources to enhance its regulatory impact simultaneously. The WCLA is similarly required to demonstrate optimization of the resources allocated for regulation.



**Reagen Allen**

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



# Accounting Authority Statement

The Western Cape Liquor Authority (WCLA) cements its commitment to the Western Cape Government (WCG) strategic goals and objectives by appropriately aligning its own to such.

Enabling the WCLA for greater regulatory impact necessitates the prioritisation and optimisation of available resources towards evidenced based and targeted interventions.

The WCLA has implemented non-automatic renewals (Section 64 of the Western Cape Liquor Act) and could do so in a fair, just, and equitable manner. The inability of the WCLA to have done so until recently, affirms that the organisational structure with which the WCLA was originally established did not provide a functional structure capable of executing its legislated mandate.

The Governing Board is committed to ensuring the sustained viability of the WCLA for both strategic and functional perspective. The WCLA is the sole regulator for the retail sale and micro manufacture of liquor in the Western Cape. A key step in this regard is an organisational structure that provides for and retains a strategic and executive leadership capability. The latter is extremely important to provide the Governing Board with assurance their fiduciary responsibilities are not compromised.

For the year ahead, the commitment is to provide for localised capacity and responsiveness to regulatory challenges. Integrated service delivery methodologies with key strategic partners such as municipalities and the Designated Liquor Officers and SAPS Station Commanders will be strengthened. This includes, where applicable, other Law Enforcement agencies such as municipal police services.

The WCLA is committed to the province's strategic priority for Safe and Cohesive Communities. Within localised areas the WCLA with its key partners, will be required to reflect and agree on Situational Analysis for such areas. These Situational Analysis must relate to liquor regulation and the facilitation of public interest. It will generate consensus and allow for shared understanding of what is required within a municipal area. The related resources held by the various partners will be optimised to support the objectives of all the partners which are ultimately about safe and cohesive communities.

The WCLA aligns with the directives by Provincial Treasury that necessitates enabling and protecting basic services outcomes; unlocking allocative efficiency; enhancing productive efficiency and enabling long term sustainability. The WCLA is mindful of the fiscal realities that confront the WC. The PERO and MERO is unambiguous in this regard.

In the final analysis the reduction of alcohol harms lies at the core of the WCLA in regulating the retail sale and micro-manufacturing of liquor in the Western Cape.



**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 Reagen Allen;
- 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 2024/25.

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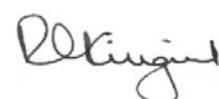
**Mr Simion George**

Chief Executive Officer



**Mr Ronald Kingwill**

Accounting Authority



**Approved by:**

**MEC Reagen Allen**

**Executive Authority**



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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. It 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 appointed by the Minister (iii) a Liquor Licensing Tribunal appointed by the Governing Board 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 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 2008 was informed by the Western Cape Liquor Policy, 2005.

The 2005 policy articulated five objectives, namely:

- to encourage unlicensed traders in historically disadvantaged communities to become licensed and overcoming barriers to obtaining liquor licences;
- 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 our society in general.

The Western Cape Alcohol-Related Harms Reduction Policy White Paper (the 'White Paper') was adopted by the Western Cape Cabinet and Gazetted 4 September 2017. This continues to serve as the primary policy informing the strategy development process of the WCLA read with the enabling Western Cape Liquor Act.

The policy proposes:

- interventions contributing to the reduction of alcohol-related harms in the Western Cape; and
- ancillary matters to increase the efficiency and effectiveness of liquor regulation and promote the reduction of alcohol-related harms.

### Provincial Strategic Implementation Plan (PSIP)

#### (Provincial Strategic Plan 2019-24 and the Western Cape Recovery Plan)

The Alcohol Harms Reduction approach finds expression in the Western Cape Provincial Strategic Plan 2019-24. The WCLA's 5-year strategic plan (2020-2025) was guided by the Strategic Framework for the Provincial Strategic Plan, 2019-2024. It envisions "A safe Western Cape where everyone prospers" and, an alignment to Vision Inspired Priority (VIP) 1, Safe and cohesive communities.

### Western Cape Government Growth Plan

In response to the disruptive nature and impact of the COVID-19 pandemic, the WCG responded with a Recovery Plan. It outlined 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 Plan now evolves from recovery to Growth.

### The Western Cape Safety Plan

The Safety Plan is a key imperative of the WCG. An indicator herein is halving the murder rate in the Western Cape. Specific areas have been identified in this regard. The WCLA is a key partner taking into account that liquor can be linked to between 50% to 60% of all trauma. Focussing on regulating the retail sale of liquor in these areas and throughout the WC Province is a prerequisite for impact in this regard.

#### 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 continue to reflect and demonstrate a commitment to the legislative mandate. The legislative review process is aimed at enhancing the efficiency and effectiveness of the WCLA in championing regulatory methodologies for greater regulatory impact.

# Part B: Our Strategic Focus



# Part B: Our Strategic Focus

## 3. Updated Situation Analysis

Alcohol is the most prevalent and harmful drug in South Africa. Research for the Western Cape Province found that the costs of alcohol-related harms, along with the other social harms outweigh the economic benefits associated with it. These include costs associated with gender-based violence, sexual crime, the implications of unsafe sex, mental health issues and increasing levels of poverty.

The 2018 WHO Global Status Report on Alcohol and Health records that, in 2016, nearly half of South African men (43.2%) and 19.4% of women over 15 years of age consumed alcohol, with as high as 70.8% of male drinkers and 33.7% of female drinkers being heavy episodic drinkers.

Despite national and provincial liquor legislation aimed at regulation and a heavy sin tax levy imposed on alcohol, the number of South Africans who consume alcohol has doubled from 2010 to 2019 (World Health Organisation, 2018). The World Health Organisation's (WHO's) Global Status Report (2018) ranks South Africa as the 6<sup>th</sup> highest alcohol consumption country in the world (up from 11<sup>th</sup> in 2011). Statistics reveal that the average age South African consumes up to 30 litres of pure alcohol per year (Aploon, 2019). This level of alcohol consumption has serious social and public health consequences.

The availability of and access to alcohol is a significant contributor to the burden of disease and is a leading risk factor for premature deaths and disabilities in society. Alcohol is associated with more than 50% of interpersonal violence cases. Similarly, alcohol is associated with 53% of all transport fatalities, ranging from 40% of cyclist deaths to 60% of pedestrian deaths. It is associated with 60% of all burn cases, in 40% of drownings and 35% of suicides.<sup>1</sup>

Reducing access to and the availability of alcohol as a policy imperative and providing an appropriate infrastructure to successfully implement such policy measures is required from a regulatory perspective. The fact that alcohol is subject to excise tax in the vast majority of countries acknowledges the fact that alcohol imposes external costs.

A range of interventions to reduce alcohol consumption and tackle its harms exist globally to effectively improve health and social outcomes for individuals, families and communities. Interventions cited and assessed to be effective or less so<sup>2</sup>.

- 1) **Most cost-effective: raising taxes on alcohol.** Taxation offers the most cost-effective strategy for minimising alcohol harm in most countries. WHO recommends that countries establish and enforce a taxation system that considers the alcohol content of the beverage, ban or restrict sales below cost and their price promotions, and institute minimum prices for alcohol.

Opportunity to raise the cost of doing business to ensure greater safety for patrons and communities. The conditions imposed would compel overhead expenditure increases.

- 2) **Highly cost-effective: restricting the availability of alcohol.** As a highly cost-effective "best-buy" intervention, WHO recommends countries enact and enforce regulations on the physical availability of alcohol by reducing the hours of sale, fixing an appropriate minimum age for purchase or consumption of alcoholic beverages and reducing the density of outlets. The widespread existence of licensing systems regulating alcohol shows the potential for effective restriction.

Local Government can be required to interrogate and respect the rationale for hours as determined by the Liquor Licensing Tribunal.

<sup>1</sup> The economics of alcohol use, misuse and policy in South Africa

<sup>2</sup> World Health Organisation - Reporting on Alcohol: A guide for journalist



- 3) **Effective: minimum unit pricing.** Where taxation is not considered a viable policy option, setting minimum prices for alcoholic beverages or regulating discount prices can help reduce economic availability. Increasing the price of alcohol has been found to reduce acute and chronic harm related to drinking among people of all ages, indicating that heavy or problem drinkers are no exception to the basic rule that alcohol consumers respond to changes in alcohol prices.
- 4) **Ineffective: corporate social responsibility initiatives.** There are irreconcilable differences between the goals of government to protect and promote people's health and well-being and the economic operators pursuing maximum profit through increased alcohol consumption. Corporate social responsibility initiatives by the alcohol industry are a strategy to legitimise its participation in the public health agenda and divert attention from evidence-based strategies that reduce alcohol harm.

The WCLA is keen to argue for the development of an appreciation for regulation. Outlets must be made to realise that business resilience/ sustainability necessitates compliant trading.

The WCLA is mandated by the Western Cape Liquor Act, 4 of 2008 as amended (the 'Act'), to regulate liquor over an area spanning 129 462 km<sup>2</sup> in the Western Cape and serving a population in excess of 7 million people equalling 11,8% of the total South African population.<sup>3</sup> The Authority is expected to assess the "environment" of liquor production, distribution and consumption and agitate for the resources and capacity to regulate effectively. Although the proposed legislative amendments will enhance efficiency and effectiveness, current legislation (considering licence applications and enforcing compliance) provides a considerable mandate capable of optimisation.

Currently the WCLA has the following categories of licences that can be applied for:

- Section 36 - Permanent Licence
- Section 51(1) & (2) - Secondary Licence
- Section 53 - Secondary Licence
- Section 65(1) - Secondary Licence
- Section 66(2) - Secondary Licence
- Section 48(1) - Temporary Licence
- Section 48(4) - Event Licence

During the first half of the 2023/24 financial year the Liquor Licensing Tribunal:

Considered 732 new permanent licence applications of which 401 were finalised. 331 applications were postponed for further information. Below is a summary of the application outcomes after consideration.

Outcome	Number of application
Applications granted	184
Applications granted subject to conditions	174
Applications refused	43
<b>Total</b>	<b>401</b>

<sup>3</sup> Statistics South Africa mid-year population estimates, 2021

## Part B: Our Strategic Focus

During the same period the Appeals Tribunal:

Considered 3 appeals in respect of new licence applications with the respective outcomes reflected below:

Outcome	Number of application
Appeal upheld	2
Appeal dismissed	0
Appeal referred back to the Tribunal for reconsideration	1
<b>Total</b>	<b>3</b>

The harm caused by alcohol consumption is higher in deprived communities and in those with higher exposure to establishments that sell alcohol. As numbers in alcohol establishments rise, so too do alcohol consumption and the attendant violent crime, traffic crashes, sexually transmitted diseases, suicide and deaths. Alcohol establishments tend to be more heavily concentrated in more deprived areas, even though overall, residents of these communities may consume less alcohol. These neighbourhoods bear the burden of customers who cluster in and around the alcohol establishments and cause harm ranging from excessive noise and litter to public intoxication and interpersonal violence.<sup>4</sup>

The Provincial Economic Review and Outlook 2023 (PERO) continues to prioritise jobs, safety and wellbeing as key themes. The WCLA subscribes and aligns to all of these. Slow growth forecasts globally and in the South African context even worse, necessitates interventions to protect basic service delivery outcomes against shrinking resources. Expansion of the economy in the WC hinges on the performance of the Agricultural Sector which incorporates the Liquor (wine) Sector<sup>5</sup>. Taking the aforementioned into account the regulation of the industry becomes even more critical with an appreciation that a commensurate growth in harms cannot be accepted or allowed.

A key focus of the 2024/25 Annual Performance Plan remains driving implementation priorities that supports effective and efficient liquor regulation. The priorities of the WCLA demonstrates a commitment to the Budget Planning methodology prescribed by Provincial Treasury. The repositioning and realignment of resources seeks to enable the WCLA to expand its service delivery mandate and footprint ensuring impact and relevance as a regulator.

Two key initiatives have been impacted upon in relation to the WCLA. The first related to the Walk-in Centre. Funds previously availed for this purpose did not remain available. The project has been scaled down considerably but not completely terminated. A development approach is now being followed. The second is the Differentiated Pricing Model (DPM). Initially funds were earmarked to acquire services for the development of a methodology to determine volumes traded with the collation of data. After an initial investment appointing a Financial Inspector the second phase has been postponed. The introduction of a DPM will necessitate legislative changes.

Citizen engagement necessitates appropriate platforms for communities to be heard on matters that concern them most. It facilitates constructive engagement and promotes the quality of services Government commits to. Municipalities play a critical role connecting government in general to citizens. Efforts to enhance citizen engagement must be prioritised between all spheres of government. Municipalities must be affirmed as the most appropriate vehicle to ensure and enable the citizen.

<sup>4</sup> A Public Health Perspective on Alcohol Establishments: Licensing, Density and Location – World health Organisation

<sup>5</sup> The Provincial Economic Review and Outlook presentation 21 September 2023



The introduction of the Section 64 non automatic renewal process has compelled collaboration across all components of the entity. This entailed initiating the determination of licensing fees for the 2023 cycle well in advance and the development of criteria for implementation in a fair, just and equitable manner. Communication and notices (as prescribed) were timeously published, issued, and served. This included calls for public comments. The service delivery methodology now aims to access system and processes championed by strategic partners such as municipalities. The WCLA seeks to affirm the LLT as the most critical component tasked with determining Public Interest. The administration must facilitate such determination.

The WCLA is keen to transform all its services to embrace the rapidly evolving information technology opportunities. More importantly, WCLA resources must respond to the demand for greater regulation and efficiency in its service. The absence of an ICT strategy in the past compromised the optimisation of resources. An ICT strategy will now allow for the appropriate prioritisation of initiatives and projects that support the strategic objectives of the WCLA. The emphasis is on aligning and integrating service offerings in a manner that is effective, affordable, and designed around the needs of the citizen.

The WCLA is committed to collaborating with the custodial department and other policymakers and champions within the AHR Task Team formed. The Task Team is mandated to pursue the implementation of key recommendations of the AHR White Paper. Two policy recommendations of note in this regard are the implementation of Minimum Unit Pricing (MUP) and setting uniform trading hours.

Hours of trading is a very important lever for regulation purposes. Hours imposed as a condition to the granting of a liquor licence should not be capable of adjustment by any entity other than the LLT.

Despite advances, vulnerable groups still suffer from multidimensional poverty, inequality and discrimination based on their gender. Although the interventions/ programmes of the Authority do not directly speak to addressing these inequalities, a theme incorporating the plight faced by designated vulnerable groups (women, youth, children and persons with disabilities) will be introduced in all WCLA interventions as they pertain to harms associated with alcohol.

The PESTLE analysis was used to complement the abovementioned situational analysis. Below, the outcome thereof is captured.

**Political:** The WCLA is an entity of the Western Cape Government and depends on grants from the WCG via the Department of Police Oversight and Community Safety. 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 policy directives.

**Economic:** The economic well-being of the province has an impact on funding of the WCLA. The demand for alcohol is relatively inelastic which makes the liquor sector a resilient sector of the economy. By implication growth in the sector should translate to growth in regulatory capacity and impact.

**Social:** The World Health Organisation (WHO) defines alcohol as “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 availability of liquor. Under-age drinking, binge drinking, and Foetal Alcohol Syndrome (FAS) are social ills prevalent in our communities.

# Part B: Our Strategic Focus

**Technological:** Prioritise the ICT function as an enabler of mandate execution, impact and regulatory traction.

**Environmental:** The WCLA has prioritised streamlining and automation of most of its processes. By reducing reliance on paper-based solutions, the WCLA will reduce its carbon footprint. The enhancements to the LMaTS system with capabilities for Inspectors to conduct inspections online and automatically update these inspection reports to the LMaTS systems will add to this significantly. Providing strategic partners with access to applications relating to their jurisdictions will also assist. The development of the online application platform is instrumental in this regard.

**Legal:** The Authority is mandated to regulate the retail sale and the micro-manufacture of liquor in the Western Cape. The liquor industry is a resilient economic sector with huge economic and social impact. The legislative review process is intended to align the regulation of liquor closer to the Alcohol-Related Harms Reduction White Paper.

## 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 Police Oversight and 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.

The WCLA conducts its business from offices situated in Bellville. The administration has two distinct functional areas. The one being operations that enables the administration of liquor licence applications as provided for in the Act and the other which is aimed at supporting and enabling the WCLA in executing its mandate. The operations of the WCLA are primarily geared towards ensuring the quasi-judicial body required to consider all applications and processes relating to the Act is fully capacitated and enabled to determine public interest. This places the LLT at the heart of the WCLA.

The **Regulatory Operations** include:

1. Liquor Licensing Administration
2. Liquor Licensing Tribunal
3. Inspectorate: Compliance and Enforcement

The **Management Support Services** incorporating:

1. Finance
2. Information and Communication Technology
3. Human capital
4. Corporate Communication

There are currently 88 permanent positions that make up the approved organisational structure of the WCLA. The structure including temporary positions to implement and account for the commitments made herein total 97 positions.

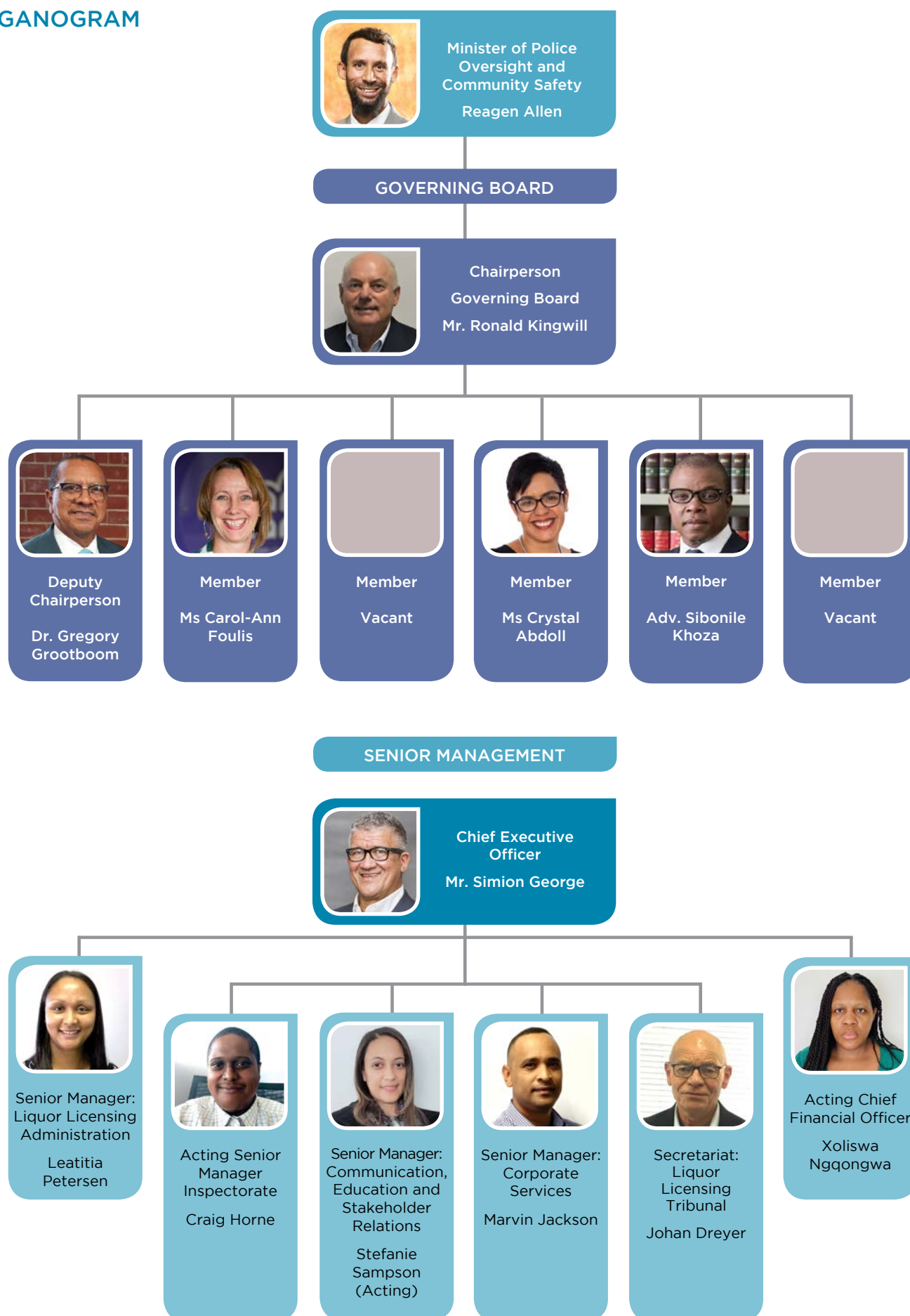


The enhanced capacity of the Inspectorate remains the single most significant development recently within the WCLA. Increased visibility and frequency of inspection visits allowed for greater regulatory impact. A direct consequence thereof being the fair, just and equitable implementation of non-automatic renewals. With capacity increased from 11 inspectors to 35, the inspector to liquor outlet ratio is comparable to global best practice. This considerable development and its impact cannot be overstated.

The administrative impact on the WCLA has highlighted the vulnerabilities and limitations of the current organisational design with limited accountability for strategy development. This is apparent in the slow uptake of innovation and technology initiatives. The Strategic Plan of the WCLA and its alignment to that of the WCG demonstrates the value of strategic capability within an organisation. The WCLA aims to enable the most appropriate and optimal alignment and allocation of resources of the WCLA.

# Part B: Our Strategic Focus

## ORGANOGRAM



## OPERATIONS

### Liquor Licensing Administration

The Liquor Licensing Administration entails receiving and processing applications as provided for in the Act. It includes administrative processes associated with the renewal of licences (both automatic and non-automatic). Timeframes are prescribed for each application process. Systems and processes are aligned towards ensuring efficiencies. The efficient and optimal functioning of the Liquor Licensing Tribunal remains the focus and all administrative actions are aligned towards ensuring this.

Non-automatic renewals (Section 64) as a provision of the Act is a key lever driving compliance. Only compliant licence holders are able to renew their licences annually. Non-compliant licence holders are compelled to apply to renew their licences. A retail licence can now be considered a concession renewed each year to compliant licensees.

In order to implement Section 64 of the Act (non-automatic renewals) inspections of all licensed premises are required. This ensures the process can be implemented in a fair, just and equitable manner.

Efficiencies within the administration are made possible by a web-enabled platform known as the eLicence portal. A considerable number of applicants and licence holders access the platform to create profiles, lodge online applications, access pertinent licence information, make online payments, renew their licence(s) with ease and obtain confirmation that such renewal was processed. This platform has greatly enhanced interaction between the WCLA and its applicants and licence holders.

The Authority extended its service offering by initiating a Client Service Centre providing in-person assistance to applicants and licence holders who require this. The service offering has come full circle with both the remote and in-person assistance being offered by the Authority's Client Service Centre. Applicants and licence holders can walk into the WCLA offices and be assisted in a step-by-step manner to register and create a profile and transact.

### Liquor Licensing Tribunal

The Liquor Licensing Tribunal (LLT) performs a quasi-judicial function in the consideration and adjudication of all applications related to liquor licence as provided for in the Act. The LLT is at the heart of the WCLA. The focus of the LLT is threefold: the finalisation of applications within legislative timeframes, public interest determination and enforcement matters.

The Tribunal is required to consider all applications within the legislative timeframes. Due to the complexity of some applications considerations and deliberations take longer than the average time spent on applications.

The LLT must be satisfied that it would be in the public interest for a liquor licence to exist. The burden of proof in this regard rests on the applicant.

When considering public interest in terms of the Act, the LLT relies on relevant and credible information placed before it. Great reliance is placed on the input from important role players in the application process such as the municipality, the DLO and members of the public.

Integration with SAPS and municipalities setting up operational collaboration will continue to expedite the finalisation and enhancement of reports. Area-based information form part of municipal and DLO reports. Inspectors will in conjunction with strategic partners such as municipalities, DLO's and community structures compile problem statements (situational analysis) for each area within the province. The problem statement will generate consensus

# Part B: Our Strategic Focus

on the role and impact of liquor on a particular space. This will strengthen the LLT's ability to determine public interest.

Application types with higher risk and greater impact on communities are prioritised. Licence conditions are tailored on a case-to-case basis to mitigate negative impact on communities. In matters where there is a dispute in fact oral hearings will take place to enable the LLT to interrogate and balance the evidence in front of it.

Enforcement matters with a high impact on public interest are and will continue to be prioritised. A zero-tolerance approach is adopted where transgressions relate to minors and the on selling of liquor to unlicensed liquor outlets. The Tribunal has demonstrated that it will suspend or revoke a licence where deemed appropriate.

Non-compliance in respect of LLT orders are prioritised and pursued. Sanctions provided for in section 82 of the Act are enforced. Irresponsible and non-compliant licence holders are no longer allowed to renew their licence automatically and have to do so upon application to the LLT.

## Inspectorate: Compliance and Enforcement

The Inspectorate monitors and processes non-compliance with the provisions of the Act and applicable legislation. The function entails:

- pre-licensing inspections and reports in respect of new, secondary and minor applications;
- routine compliance inspections;
- complaint investigations about non-compliance by licensed premises;
- the issuing of compliance notices; and
- integrated enforcement operations;

The enhanced inspectorate capacity demonstrated that increased visibility and focussed enforcement leads to improved compliance levels. The additional capacity allows for the inspection of all licensed premises within a 12-month period.

The performance indicators aimed at ensuring all licenced premises are inspected at least once every year has been retained for the 2024/2025 financial year. This commitment allows for a fair, just and equitable implementation of the non-automatic renewal process.

In addition to the increased capacity functionaries will be on-boarded to develop methodologies for the development of differentiated pricing for liquor licence fees. The differentiated pricing model will allow the WCLA to argue for categorisation of liquor licencing fees based on, for example, turn-over, volume and location of outlet. These functionaries will focus on:

- Obtaining information of and from licence holders;
- Developing an understanding of internal control systems of off-consumption and on-consumption licensees, including accounting and reporting procedures;
- Compilation of system descriptions (Business processes) with the minimum internal control systems of off-consumption and on-consumption licensees;
- Performing walk through test inspections and perform test of controls at licensed premises;
- Compilation of sampling worksheet for the licence holders to be inspected and sales transactions to be inspected;
- Co-ordination and execution of financial inspections to aid the development of a methodology;
- Risk management processes;
- Combined assurance; and
- SCM realities.

During the 2023/2024 financial year a series of engagements were conducted with local municipalities and other strategic partners within the province aimed at facilitating public interest through established community and governmental platforms.

These engagements have also permitted greater strategic alignment with strategic partners, and fostering relationships between collaborative structures has enabled the Inspectorate to develop problem statements which are aimed at ensuring that the LLT is placed in a position to make informed decisions when determining public interest. The problem statements are focused on, inter alia, the causal link between the access and availability of liquor and the social harms that is occasioned by same in a specific area. The problem statements also allow the Inspectorate to plan and execute evidence-led interventions.

Education and communication initiatives are now directed at stakeholders collaboratively in the regulatory processes of the WCLA.

## Management Support Services

### Communication, Education and Stakeholder Relations

Functions relating to communication, education and stakeholder relations are performed primarily by those components directly engaging the stakeholders of the WCLA in their day-to-day operations.

The WCLA and all its components advocate a consolidated message:

- A commitment to the reduction of alcohol-related harms and the creation of safe spaces by regulating liquor effectively and in the public interest;
- A commitment to facilitate the accurate determination of public interest, (at the heart of its mandate to regulate);
- Promoting a regulatory relationship with licensees enabling greater compliance and respecting public interest;
- All liquor licences respect public interest;
- Optimise related resources across partners towards the determination of public interest; and
- A liquor licence is a concession to trade in a regulated substance producing harm.

In the 2024/25 financial year, the Corporate Communication function will focus on achieving:

- A citizen centric approach through accessibility and visibility;
- Ensuring integration and collaboration with strategic partners in relation to systems and processes;
- Influencing communities to embrace the ongoing determination of public interest; and
- Prioritising licence holders identified and interventions to serve the public interest.

### Finance

The WCLA as a public entity is committed to creating value for the public and key stakeholders. The Finance Component enables the optimal use and application of resources. This involves ensuring all related risks and opportunities, and their respective financial implications, are identified, measured, tracked, and inform decision-making.

The WCLA is keen to ensure the cost of regulation is borne by the industry. Revenue collection should at the least match regulatory costs (allocation). This can be achieved by ensuring licensing fees charged by the WCLA are cost reflective of effective and efficient regulation in the public interest. A differentiated pricing approach would 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. To this end the custodial department and Provincial Treasury must reach consensus on how the above is achieved. An institutional mechanism is being pursued in this regard. This mechanism can also interrogate the way forward in relation to a differentiated fee structure.

# Part B: Our Strategic Focus

## Corporate Services

The Corporate Services function serves to support operational functions of the WCLA. The objective is to ensure the resource allocation received and the assets held including human capital, are optimally applied towards the pursuit of the strategic goals and objectives of the WCLA. Corporate Services in association with the CEO facilitate the strategic planning processes of the WCLA aligned to the budget planning process which produces the APP 2024/25.

The WCLA has developed an agility to respond to the operational demands and fiscal pressures that continue to mount. This agility is now a prerequisite when looking at the Budget Circulars issued in 2023. A risk-based approach to service delivery must be applied. The perspective being that people remain central to WCLA initiatives.

Despite several challenges the WCLA has been able to expand its establishment over the past decade. This growth in capacity was however in response to crisis or imperatives determined or dictated in respect of governance. The WCLA now has a clear strategy, and its growth will respond to the priorities as determined in order to optimise resources for maximum impact. This is what 'Fit for Purpose' is all about.





# Part C: Measuring Our Performance



# Part C: Measuring Our Performance

## 4. Institutional Programme Performance Information

### 4.1 Liquor Licensing Administration

#### Purpose

The Liquor Licensing Administration administers all applications in terms of the Western Cape Liquor Act and matters incidental thereto such as issuing licences, certificates and notices, and the renewal of valid licences.

#### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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.	84%	85%	73%	100%	100%	100%	100%
		1.2 Percentage of licence applications processed via our online portal.	New	New	New	10%	25%	25%	25%
		1.3 Percentage of licensees meeting the criteria in Section 64(1) of the Act that are subjected to the non-automatic renewal process.	New	New	New	90%	100%	100%	100%



## Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
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	Percentage of licence applications processed via our online portal.	25%	0	0	0	25%
1.3	Percentage of licensees meeting the criteria in Section 64(1) of the Act that are subjected to the non-automatic renewal process.	100%	0	0	100%	0

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

- To expedite and streamline the application process and facilitate the entry of new licence holders into the regulated space.
- To develop platforms that assists in bringing the services of the WCLA closer to its stakeholders.

The unit's focus remains on the alignment of systems and processes to expedite the administration of applications through ensuring that applications meet the standard of completion, which translates into support for the optimal functioning of the Liquor Licensing Tribunal. The seamless processing of applications is facilitated through well documented standard operating procedures coupled with appropriate communication channels which assists in relaying pertinent information related to the application processes. The operating systems supporting these processes will also be aligned to enable compliance with legislative prescripts.

## Resource Considerations

### Economic Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Liquor Licensing Administration	9 535	9 759	15 216	22 763	14 122	16 154	12 301
<b>TOTAL</b>	<b>9 535</b>	<b>9 759</b>	<b>15 216</b>	<b>22 763</b>	<b>14 122</b>	<b>16 154</b>	<b>12 301</b>

## Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	7 766	8 219	8 778	9 321	8 934	8 463	8 887
Goods and services	1 769	1 540	4 719	3 322	5 147	3 246	3 346
<b>Payments for capital assets</b>	0	0	1 719	10 120	41	4 445	68
<b>TOTAL</b>	<b>9 535</b>	<b>9 579</b>	<b>15 216</b>	<b>22 763</b>	<b>14 122</b>	<b>16 154</b>	<b>12 301</b>

# Part C: Measuring Our Performance

## 4.2 Liquor Licensing Tribunal

### Purpose

The adjudication of liquor licence applications and hearing matters of non-compliance complaints lodged regarding the conduct of a licensed business.

### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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.	56%	86%	98%	100%	100%	100%	100%
		2.2 Percentage of section 73 reports referred to the Tribunal.	New	New	New	100%	100%	100%	100%
		2.3 Percentage of all enforcement matters considered by the Liquor Licensing Tribunal within 60 days of referral.	67%	84%	91%	100%	100%	100%	100%
		2.4 Percentage of compliance to Liquor Licensing Tribunal fines issued.	New	New	New	100%	100%	100%	100%
		2.5 Percentage of Section 64 non-automatic renewal matters finalised by the Liquor Licensing Tribunal by 31 December.	New	New	New	95%	95%	95%	95%



## 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 section 73 reports referred to the Tribunal.	100%	100%	100%	100%	100%
2.3	Percentage of all enforcement matters considered by the Liquor Licensing Tribunal within 60 days of referral.	100%	100%	100%	100%	100%
2.4	Percentage of compliance to Liquor Licensing Tribunal fines issued.	100%	100%	100%	100%	100%
2.5	Percentage of Section 64 non-automatic renewal matters finalised by the Liquor Licensing Tribunal by 31 December.	95%	0	0	95%	0

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

Focus of the LLT will be directed at key areas and outcomes. These form the basis for the LLT's approach to mitigate alcohol-related harms in determining public interest.

- Finalisation of applications within prescribed time frames**  
 All applications are to be considered within the legislative time frames, provided in the Act. The consideration of applications is however prioritised against risk and impact on the public interest. Ongoing system enhancements and process improvements enable faster turnaround times.
- Section 73 reports referred to Prosecutor and Secretary of the Tribunal**  
 The LLT in session is a critical resource and must be optimised. Accordingly, the processes and procedures before a matter is enrolled must be qualitatively assured. This includes the drafting, preparation and presentation of arguments and the consideration thereof at LLT sittings. Only those matters justified for consideration are to be enrolled.
- Enforcement matters**  
 The LLT may impose appropriate sanctions where licensed outlets are found wanting. Non-compliance (with the Act and licence conditions) negatively impact on communities and exacerbates harms. Enforcement matters with a high impact on public interest will be prioritised.
- 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. Licence conditions are tailored on an individualised basis to mitigate the potential harmful impact on communities.
- Section 64 Non-automatic renewals**  
 The consideration of non-automatic renewal applications is relatively new but very significant for the WCLA. The Tribunal must be convinced that the public interest would be served for these licences to continue to exist. The introduction of Section 64 is likely to incentivise increased compliance and respect for the consideration of public interest by licence holders.

# Part C: Measuring Our Performance

## Resource Considerations

### Expenditure Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Liquor Licensing Tribunal	3 878	3 152	4 065	4 540	6 473	6 712	7 048
<b>TOTAL</b>	<b>3 878</b>	<b>3 152</b>	<b>4 065</b>	<b>4 540</b>	<b>6 473</b>	<b>6 712</b>	<b>7 048</b>

### Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	3 563	3 041	3 943	4 454	1 719	1 524	1 600
Goods and services	315	111	91	55	4 720	5 153	5 411
<b>Payments for capital assets</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>34</b>	<b>35</b>	<b>37</b>
<b>TOTAL</b>	<b>3 878</b>	<b>3 152</b>	<b>4 065</b>	<b>4 540</b>	<b>6 473</b>	<b>6 712</b>	<b>7 048</b>



### 4.3 Inspectorate: Compliance and Enforcement

#### Component purpose

This function is aimed at ensuring all licensed liquor premises are compliant with all applicable liquor legislation within the Western Cape and licence conditions imposed to ensure that all valid licences operate in the public interest.

#### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compliance with the Act and licence conditions by licence holders	Pro-active measures to ensure compliance	3.1 Percentage of valid licences at the beginning of the financial year that are inspected by the end of that financial year.	New	New	99%	95%	95%	95%	95%
		3.2 Number of enforcement operations conducted with other agencies.	94	261	305	280	280	280	280
		3.3 Percentage of complaints received finalised within two (2) months.	New	New	New	95%	95%	95%	95%
		3.4 Number of inspections conducted focused on under-age drinking and access to restricted areas.	324	5 991	5 656	2 400	2 400	2 400	3 000
		3.5 Percentage of new licensed premises to be inspected within three (3) months after issuing of licence.	New	New	New	95%	95%	95%	95%
		3.6 Percentage of licensed outlets within the ABT areas inspected quarterly.*	New	New	New	95%	100%	100%	100%

# Part C: Measuring Our Performance

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		3.7 Number of Situational Anylysis Reports for local municipalities and the City of Cape Town Sub-council submitted to the LLT for consideration.	New	New	New	25	25	25	25

\* Each licenced outlet within the ABT Areas will be inspected at least once a quarter which will result in 100% inspections per year.

## Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.1	Percentage of valid licences at the beginning of the financial year that are inspected by the end of that financial year.	95%	25%	50%	75%	95%
3.2	Number of enforcement operations conducted with other agencies.	280	60	70	90	60
3.3	Percentage of complaints received finalised within two (2) months.	95%	95%	95%	95%	95%
3.4	Number of inspections conducted focused on under-age drinking and access to restricted areas.	2 400	400	600	800	600
3.5	Percentage of new licensed premises to be inspected within three (3) months after issuing of licence.	95%	95%	95%	95%	95%
3.6	Percentage of licensed outlets within the ABT areas inspected quarterly.	95%	95%	95%	95%	95%
3.7	Number of Situational Anylysis Reports for local municipalities and the City of Cape Town Sub-council submitted to the LLT for consideration.	25	6	7	6	6



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

The Component's structure is being reviewed to establish a "Fit for Purpose" structure. Supervisory positions are required to ensure command and control.

Inspectors will be required to ensure greater strategic alignment with strategic partners including communities and foster relationships between collaborative structures to continuously develop Problem Statements (Situational Analysis) which are aimed at ensuring that the LLT is placed in a position to make informed decision when determining public interest.

### Resource Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compliance and Enforcement	9 060	8 889	14 488	17 157	17 144	18 243	19 055
<b>TOTAL</b>	<b>9 060</b>	<b>8 889</b>	<b>14 488</b>	<b>17 157</b>	<b>17 144</b>	<b>18 243</b>	<b>19 055</b>

#### Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	8 608	8 565	13 450	15 318	14 976	16 166	16 974
Goods and services	333	193	1 038	1 081	1 808	1 799	1 896
<b>Payments for capital assets</b>	119	131	0	758	360	278	185
<b>TOTAL</b>	<b>9 060</b>	<b>8 889</b>	<b>14 488</b>	<b>17 157</b>	<b>17 144</b>	<b>18 243</b>	<b>19 055</b>

# Part C: Measuring Our Performance

## 4.4 Communication, Education and Stakeholder Relations

### Purpose

The purpose of this function is championing an understanding of and appreciation for the value of liquor regulation. The communication, education and stakeholder relations support functions enable operational components to pursue the mandate and objectives of the WCLA.

### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Community participation in the application and complaints processes	Increased public participation	4.1 WCLA Annual Communication and Awareness Plan developed	New	New	New	1	1	1	1
		4.2 Number of Liquor Consultants Forum engagements facilitated	New	New	New	4	4	4	4
		4.3 Number of campaigns conducted targeting licence holders in understanding their roles and responsibilities as licensed outlets and the impact of liquor on priority groupings such as women, youth and children	New	New	New	1	1	1	1
		4.4 Number of campaigns developed targeting communities on their role in influencing the determination of public interest	New	New	New	1	1	1	1

### Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
4.1	WCLA Annual Communication and Awareness Plan developed	1	1	0	0	0

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
4.2	Number of Liquor Consultants Forum engagements facilitated	4	1	1	1	1
4.3	Number of campaigns conducted targeting licence holders in understanding their roles and responsibilities as licensed outlets and the impact of liquor on priority groupings such as women, youth and children	2	0	1	0	1
4.4	Number of campaigns developed targeting communities on their role in influencing the determination of public interest	2	0	1	0	1

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

With the establishment of the WCLA initially the focus for CES was on the external environment more especially advocacy. Communication would target those who presented with problems by advocating responsible use. Over time this approach was adjusted to understand the value of policy imperatives in regulating liquor that speaks to access and availability of liquor and regulating same. The focus necessitated a shift towards communicating with stakeholders and partners to enable greater synergy and cohesion for better regulatory outcomes. In the final analysis the impact of communication for the WCLA must first be prioritized in the execution of the regulatory systems and processes provided for in terms of the Act (mandate).

### Resource Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Communication, Education and Stakeholder Relations	3 798	3 255	3 551	4 626	2 471	2 346	2 463
<b>TOTAL</b>	<b>3 798</b>	<b>3 255</b>	<b>3 551</b>	<b>4 626</b>	<b>2 471</b>	<b>2 346</b>	<b>2 463</b>

#### Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	2 912	2 894	3 155	3 532	1 379	1 198	1 258
Goods and services	886	361	396	1 056	1 054	1 109	1 164
<b>Payments for capital assets</b>	0	0	0	38	38	39	41
<b>TOTAL</b>	<b>3 798</b>	<b>3 255</b>	<b>3 551</b>	<b>4 626</b>	<b>2 471</b>	<b>2 346</b>	<b>2 463</b>

# Part C: Measuring Our Performance

## 4.5 Finance

### Function purpose

This function aims to enhance regulatory performance orientated towards sound financial management and governance.

### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Per- formance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Compliance with relevant legislation and National and Provincial Treasury Instructions	Legislative compliance	5.1. Percentage expenditure in relation to the allocated budget.*	97%	129%	93%	98%	98%	98%	98%
		5.2. Percentage of invoices paid within 30 days after receipt of invoice.	96%	99%	94%	100%	100%	100%	100%
		5.3. Audit opinion from Auditor-General of South Africa.	0	Unqualified Audit Opinion					

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

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

### Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
5.1	Percentage expenditure in relation to the allocated budget	98%	98%	98%	98%	98%
5.2	Percentage of invoices paid within 30 days after receipt of invoice	100%	100%	100%	100%	100%
5.3	Audit opinion from Auditor-General of South Africa	Unqualified Audit Opinion	0	Unqualified Audit Opinion	0	0

### 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.

### Resource Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
Finance	13 200	12 139	12 505	16 625	15 041	16 655	17 488
<b>TOTAL</b>	<b>13 200</b>	<b>12 139</b>	<b>12 505</b>	<b>16 625</b>	<b>15 041</b>	<b>16 655</b>	<b>17 488</b>

#### Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	4 745	4 634	4 468	5 619	5 272	5 983	6 282
Goods and services	6 892	6 413	7 032	8 642	8 035	8 852	9 295
<b>Payments for capital assets</b>	1 563	1 092	1 005	2 364	1 734	1 820	1 911
<b>TOTAL</b>	<b>13 200</b>	<b>12 139</b>	<b>12 505</b>	<b>16 625</b>	<b>15 041</b>	<b>16 655</b>	<b>17 488</b>

# Part C: Measuring Our Performance

## 4.6 Corporate Services

### Function purpose

The Corporate Services function provides strategic and administrative support to all operations of the WCLA and to the Office of the CEO to monitor and report on the achievement and performance of the Authority.

### Outcomes, Outputs, Performance Indicators and Targets: Liquor Licensing Administration

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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 Custodial 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	0	0	0	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 Custodial department	4	1	1	1	1

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

Key to the performance of the Corporate Services Component is the requirements in terms of the PFMA, National Treasury and Provincial Treasury Frameworks and Guidelines. These inform the outputs and key performance indicators set for the Component. Continuous review of policies and Standard Operating Procedures (SOPs) are key to ensuring compliance.

### Resource Considerations

#### Expenditure Estimates

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Corporate Services	8 421	9 395	11 866	17 761	13 160	13 065	13 718
<b>TOTAL</b>	<b>8 421</b>	<b>9 395</b>	<b>11 866</b>	<b>17 761</b>	<b>13 160</b>	<b>13 065</b>	<b>13 718</b>

#### Expenditure Classification

Component	Expenditure outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Current payments</b>							
Compensation of employees	5 133	4 929	5 725	5 685	5 780	5 385	5 654
Goods and services	3 262	3 967	4 616	4 857	5 588	5 797	6 087
<b>Payments for capital assets</b>	26	499	1 525	7 219	1 792	1 883	1 977
<b>TOTAL</b>	<b>8 421</b>	<b>9 395</b>	<b>11 866</b>	<b>17 761</b>	<b>13 160</b>	<b>13 065</b>	<b>13 718</b>

### Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
N/A*			

\* The WCLA does not share any consolidated indicators with its Custodial department (DPoCS).

# Part C: Measuring Our Performance

## 5 Updated key risks and mitigation captured in 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 standard operating procedures provided to potential applicants and are available on the WCLA website (and upon request).
Matters considered by the Liquor Licensing Tribunal within prescribed timeframes	Incomplete and lack of sufficient information provided in the application process.	<p>Increased level of community participation in the applications and enforcement processes. Integration with SAPS and Municipalities setting up operational collaboration will continue to expedite the finalisation and qualitative enhancement of reports. Area-based information will form part of municipal and DLO reports. Inspectors will in conjunction with strategic partners compile problem statements for each area within the province. The problem statement will formulate a cohesive and collectively understood picture of the role of liquor in that specific space. This will strengthen the LLT's ability to determine public interest.</p> <p>Process improvements are aimed at providing an integrated approach throughout 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.</p>
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.	<p>Facilitate engagements between the WCLA and potential partners to incorporate the interest of the public, women, youth and children.</p> <p>Develop a comprehensive media, training and education awareness campaigns through various media and platforms involving all identified stakeholders.</p>
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 km2. The WCLAs funding for participation in the ABTs may only be funded for a period until 2022/23.	<p>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.</p> <p>Applying a differential approach to the implementation of 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.</p>



Outcome	Key Risk	Risk Mitigation
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.
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 C: Measuring Our Performance



# Part D: Technical Indicator Descriptions (TIDs)



# Part D: Technical Indicator Descriptions (TIDs)

## LIQUOR LICENSING ADMINISTRATION

<b>Indicator number</b>	<b>1.1</b>
<b>Indicator title</b>	Percentage of permanent and secondary licence applications received by the Liquor Licensing Administration processed within prescribed timeframes.
<b>Short definition</b>	<p>The percentage of permanent and secondary licence applications that have been processed by the Administration 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"> <li>• Section 36 (permanent) - 120 days</li> <li>• Section 51 (1)&amp;(2) (secondary) - 70 days</li> <li>• Section 53 (secondary) - 70 days</li> <li>• Section 65(1) (secondary) - 70 days</li> <li>• Section 66(2) (secondary) - 120 days</li> </ul>
<b>Purpose</b>	To ensure that permanent and secondary licence applications are prepared and forwarded to the Tribunal within the prescribed timeframes.
<b>Key Beneficiaries</b>	Communities and regulated industry.
<b>Source of data</b>	<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>
<b>Data limitations</b>	Dependent on factors such as the submission of complete applications by applicants and/or liquor consultants as well as the timeous submission of reports by the designated liquor officers and municipalities.
<b>Assumptions</b>	There will be sufficient uptime of the electronic Licence Management and Tracking System.
<b>Means of verification</b>	A printed report will be obtained from the LMaTS system.
<b>Method of Calculation</b>	<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. 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>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Liquor Licensing Administration
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	1.1

Indicator number	1.2
Indicator title	Percentage of licence applications processed via our online portal.
Short definition	Percentage of licence applications received via the online portal and processed.
Purpose	Tracking the utilisation of the online licensing platform.
Key Beneficiaries	Applicants, licence holders, communities and regulated industry.
Source of data	A printed report will be obtained from the LMaTS system.
Data limitations	N/A
Assumptions	There will be sufficient uptime of the online platform and the Licence Management and Tracking System.
Means of verification	A printed report will be obtained from the LMaTS system.

# Part D: Technical Indicator Descriptions (TIDs)

<b>Method of Calculation</b>	<p>The total number of applications received versus the number of applications received via the online platform.</p> <p>The percentage will be calculated as follows: The denominator is equal to the total number of applications received. The numerator is equal to the number of applications received via the online platform.</p> <p>The calculation will look as follows: Numerator/ Denominator x 100</p>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input type="checkbox"/> Reliability    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
<b>Spatial Location of Indicator</b>	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
<b>Indicator Responsibility</b>	Senior Manager: Liquor Licensing Administration
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> <b>None of the above</b></p>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<p><input type="checkbox"/> Jobs    <input checked="" type="checkbox"/> <b>Safety</b>    <input type="checkbox"/> Well-being &amp; dignity</p> <p><input type="checkbox"/> Innovation, Culture and Governance    <input type="checkbox"/> None of the above</p>
<b>Implementation Data – AOP (Key deliverables and actions)</b>	1.2

<b>Indicator number</b>	<b>1.3</b>
<b>Indicator title</b>	Percentage of licensees meeting the criteria in Section 64(1) of the Act that are subjected to the non-automatic renewal process.
<b>Short definition</b>	The percentage of licensees meeting the criteria in Section 64(1) of the Act identified and subjected to a non-automatic renewal process.
<b>Purpose</b>	To ensure that all licences qualifying for the non-automatic renewal process are subjected to the Section 64 process.
<b>Key Beneficiaries</b>	Communities and the regulated industry.
<b>Source of data</b>	Liquor licences identified as meeting the criteria set in Section 64 of the Act. A signed excel spreadsheet.
<b>Data limitations</b>	That the quality of information in relation to the criteria for Section 64 is sufficient.
<b>Assumptions</b>	That the quality of information in relation to the criteria for section 64 is sufficient.
<b>Means of verification</b>	Signed excel spreadsheet.
<b>Method of Calculation</b>	The number of licences identified that meet the criteria of Section 64 of the Act issued with non-automatic renewal notices.  The percentage will be calculated as follows: The denominator is equal to the number of licences listed as meeting the criteria as per Section 64 of the Act. The numerator is equal to the number of licences identified to be subjected to a non-automatic process.  $\text{Numerator/Denominator} \times 100$
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO  If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>  Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>  Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of Indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
<b>Indicator Responsibility</b>	Senior Manager: Liquor Licensing Administration
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.

# Part D: Technical Indicator Descriptions (TIDs)

Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	1.3





## LIQUOR LICENSING TRIBUNAL

<b>Indicator number</b>	<b>2.1</b>
<b>Indicator title</b>	Percentage of permanent and secondary licence applications considered by the Liquor Licensing Tribunal within the prescribed time frames.
<b>Short definition</b>	<p>The percentage of permanent and secondary licence applications that have been considered (first time consideration only) by the Tribunal within the prescribed timeframes. The list of licence applications are as follows:</p> <ul style="list-style-type: none"> <li>• Section 36 (permanent) - 50 days</li> <li>• Section 51 (1)&amp;(2) (secondary) - 30 days</li> <li>• Section 53 (secondary) - 30 days</li> <li>• Section 65(1) (secondary) - 30 days</li> <li>• Section 66(2) (secondary) - 30 days</li> </ul>
<b>Purpose</b>	To ensure that permanent and secondary licence applications are considered by the Tribunal within the prescribed timeframes.
<b>Key Beneficiaries</b>	Applicants, licence holders and communities
<b>Source of data</b>	<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"> <li>• Granted</li> <li>• Conditionally granted</li> <li>• Postponed</li> <li>• Refused</li> </ul> <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>
<b>Data limitations</b>	The availability of Tribunal members (quorum).
<b>Assumptions</b>	The LLT will be sufficiently quorate.
<b>Means of verification</b>	A printed report obtained from the LMaTS system and/or a signed Excel spreadsheet.
<b>Method of Calculation</b>	<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>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target



# Part D: Technical Indicator Descriptions (TIDs)

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	2.1

<b>Indicator number</b>	<b>2.2</b>
<b>Indicator title</b>	Percentage of section 73 reports referred to the Tribunal.
<b>Short definition</b>	<p>The percentage of section 73 reports received from the Prosecutor and considered by the Secretariat that are justified for consideration by the Tribunal. Aspects that might disqualify the matter being enrolled include the following:</p> <ul style="list-style-type: none"> <li>• Affidavits prepared by Inspectors and DLOs lack detail concerning the complaint reported and do not clearly set out the exact events and facts as they unfolded on the day in question when a particular licence holder's establishment was inspected.</li> <li>• No proper proof of service</li> <li>• The charges don't correspond to the allegations in the affidavit.</li> <li>• Inspectors' affidavits and evidence are of poor quality or contradicted by their partner's affidavit.</li> <li>• Little or no corroborative evidence for allegations.</li> <li>• Arrangement of documents in docket not always clear which annexure belongs to which document.</li> <li>• Nature of transgression does not justify consideration of Tribunal but can be dealt with through alternate measures provided for in the Act.</li> </ul>
<b>Purpose</b>	To ensure that only matters that are warranted by the information is enrolled for consideration by the LLT.
<b>Key Beneficiaries</b>	Communities and the regulated industry.
<b>Source of data</b>	<p>A Section 73 report is regarded as enrolled once that report meets the criteria and is referred to the Tribunal.</p> <p>Section 73 reports enrolled will be reflected on the Tribunal case roll.</p> <p>A printed report will be obtained from the LMaTS system.</p> <p>Copies of the Section 73 reports and notices are kept on file with the Authority and are available upon request.</p>
<b>Data limitations</b>	Sufficient capacity provided in the Office of the Secretariat.
<b>Assumptions</b>	Sufficient capacity provided in the Office of the Secretariat.
<b>Means of verification</b>	A printed report will be obtained from the LMaTS system and/or a signed Excel spreadsheet.
<b>Method of Calculation</b>	<p>The number of Section 73 reports received from the Prosecutor and considered versus the number of Section 73 reports enrolled for the Tribunal to consider by the Secretariat.</p> <p>The percentage will be calculated as follows:</p> <p>The denominator is equal to the number of Section 73 reports considered by the Secretary. The numerator is equal to the number of Section 73 reports enrolled for consideration by the Tribunal.</p> <p>Numerator/ Denominator x 100</p>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

# Part D: Technical Indicator Descriptions (TIDs)

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	2.2

Indicator number	2.3
Indicator title	Percentage of all enforcement matters considered by the Liquor Licensing Tribunal within 60 days of referral
Short definition	To consider (first time consideration only) all enforcement matters within 60 days of referral.
Purpose	To ensure that all enforcement matters are considered by the Tribunal within 60 days of referral.
Key Beneficiaries	Communities and the regulated industry.

<b>Source of data</b>	<p>An enforcement matter is regarded as considered 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"> <li>• Licence revoked</li> <li>• Licence suspended</li> <li>• New conditions imposed</li> <li>• Fine imposed</li> <li>• Application dismissed</li> <li>• Referred back to Prosecutor</li> <li>• Any other appropriate action</li> </ul> <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>
<b>Data limitations</b>	The availability of Tribunal members (quorum).
<b>Assumptions</b>	The LLT will be sufficiently quorate.
<b>Means of verification</b>	A printed report obtained from the LMaTS system and/ or signed Excel spreadsheets.
<b>Method of Calculation</b>	<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: 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>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
<b>Spatial Location of Indicator</b>	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
<b>Indicator Responsibility</b>	Secretariat: Liquor Licensing Tribunal

# Part D: Technical Indicator Descriptions (TIDs)

<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	2.3

<b>Indicator number</b>	<b>2.4</b>
<b>Indicator title</b>	Percentage of compliance to Liquor Licensing Tribunal fines issued.
<b>Short definition</b>	Reporting on the percentage of compliance by licence holders to Tribunal orders.
<b>Purpose</b>	To determine whether the Section 64 non-automatic renewal process has an impact on compliance by licence holders.
<b>Key Beneficiaries</b>	Communities and the regulated industry.
<b>Source of data</b>	System generated report on Tribunal fines issued.
<b>Data limitations</b>	N/A
<b>Assumptions</b>	Implementation of Section 64 non-automatic renewal will lead to increased compliance by licence holders.
<b>Means of verification</b>	A printed report obtained from the LMaTS system and/or a signed Excel spreadsheet verified against Tribunal fines issued.
<b>Method of Calculation</b>	<p>The percentage will be calculated as follows:</p> <p>The denominator is equal to the number of orders due to be complied with during the reporting period. The numerator is equal to the number of orders complied with on the due date.</p> <p><b>Note: Fines issued in the previous financial year may only be required to be complied with in the current financial year. Reporting therefore will be in the financial year under review.</b></p> <p>Numerator/ Denominator x 100</p>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	2.4



## Part D: Technical Indicator Descriptions (TIDs)

<b>Indicator number</b>	<b>2.5</b>
<b>Indicator title</b>	Percentage of Section 64 non-automatic renewal matters finalised by the Liquor Licensing Tribunal by 31 December.
<b>Short definition</b>	The percentage of Section 64 non-automatic renewal applications enrolled for LLT consideration finalised by the 31 December.
<b>Purpose</b>	To ensure that all Section 64 non-automatic renewal applications are considered by the LLT within the current renewal period.
<b>Key Beneficiaries</b>	Communities and the regulated industry.
<b>Source of data</b>	<p>A Section 64 non-automatic renewal application is regarded as finalised once the Tribunal has determined whether the licence may be renewed. This outcome could be in the form of the following:</p> <ul style="list-style-type: none"> <li>• Granted</li> <li>• Refused</li> </ul> <p>Non-automatic renewal 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>
<b>Data limitations</b>	The availability of Tribunal members (quorum).
<b>Assumptions</b>	The LLT will be sufficiently quorate.
<b>Means of verification</b>	A printed report obtained from the LMaTS system and/ or signed Excel spreadsheets.
<b>Method of Calculation</b>	<p>The number of applications enrolled on the LLT case roll and finalised by the Tribunal by the 31 December.</p> <p>The percentage will be calculated as follows:</p> <p>The denominator is equal to the number of applications enrolled on the LLT case roll. The numerator is equal to the number of applications finalised by the Tribunal on or before 31 December.</p> <p>Numerator/ Denominator x 100</p>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target



Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Secretariat: Liquor Licensing Tribunal
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	2.5



# Part D: Technical Indicator Descriptions (TIDs)

## INSPECTORATE: COMPLIANCE AND ENFORCEMENT

<b>Indicator number</b>	<b>3.1</b>
<b>Indicator title</b>	Percentage of valid licences at the beginning of the financial year that are inspected by the end of that financial year.
<b>Short definition</b>	To monitor compliance at all licensed liquor outlets in the province within the financial year. This refers only to valid licences as at 01 April.
<b>Purpose</b>	This indicator will ensure that all licence holders comply with the liquor legislation as well as their licence conditions. While ensuring compliance within a reasonable time, the inspectors will also endeavour to establish relationships with the respective licence holders and ensure that all non-compliance issues are dealt with equally within the province. By doing so, this will assist in ensuring a fair implementation of the section 64 non-automatic renewal process across the Province.
<b>Key Beneficiaries</b>	Licensees and the general public.
<b>Source of data</b>	A printed report obtained from the LMaTS system. The report will contain all the valid licences as at 01 April.
<b>Data limitations</b>	The LMATS APP Report will need to be enhanced to cater for this indicator.
<b>Assumptions</b>	There will be sufficient capacity and resources to conduct inspections and reach all areas of the Province.
<b>Means of verification</b>	A printed report obtained from the LMaTS system.
<b>Method of Calculation</b>	The percentage will be calculated as follows: The Denominator is equal to the number of licences valid on 1 April. The numerator is equal to the number of such licences inspected within the current financial year. $\text{Numerator} / \text{Denominator} \times 100$
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input type="checkbox"/> Year-end <input checked="" type="checkbox"/> <b>Year-to-date</b> <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>

<b>Spatial Location of Indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
<b>Indicator Responsibility</b>	Senior Manager: Inspectorate: Compliance and Enforcement
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP (Key deliverables and actions)</b>	3.1

<b>Indicator number</b>	<b>3.2</b>
<b>Indicator title</b>	Number of enforcement operations conducted with other agencies.
<b>Short definition</b>	Number of enforcement operations conducted. This will include joint operations with SAPS and/or Law Enforcement.
<b>Purpose</b>	To enable collaboration between agencies and the WCLA targeting licensed and unlicensed premises in defined areas.
<b>Key Beneficiaries</b>	The general public, licensees and other enforcement agencies.
<b>Source of data</b>	Inspectors are required to submit reports after enforcement operations have been conducted and these reports are recorded in an operations register. The register is utilised to keep record of the number of operations conducted.
<b>Data limitations</b>	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.
<b>Assumptions</b>	There will be sufficient capacity and resources to conduct inspections.
<b>Means of verification</b>	Operations register which contains relevant information related to the various operations conducted with other agencies (signed Excel spreadsheet).
<b>Method of Calculation</b>	Each operation conducted will count as one. Reports related to the various operations are available on request.
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

# Part D: Technical Indicator Descriptions (TIDs)

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Inspectorate: Compliance and Enforcement
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	3.2

Indicator number	3.3
Indicator title	Percentage of complaints received finalised within two (2) months.
Short definition	All complaints received from the public and other stakeholders must be investigated and finalised within two (2) months.  Complaints will be regarded as finalised under the following circumstances: <ul style="list-style-type: none"> <li>• A compliance notice issued</li> <li>• A non-compliance report submitted</li> <li>• Complaint finalised/ closed due to lack of evidence</li> <li>• Referred to the SAPS or other Law Enforcement Agencies</li> </ul>
Purpose	This indicator will ensure that cases of non-compliance are addressed timeously and to develop a trust relationship with communities who should work closely with authorities to address alcohol related harms.
Key Beneficiaries	Licensees, the general public and complainants.

Source of data	Complaints register which contains relevant information related to the complaint received (signed excel spreadsheet).
Data limitations	Some complaints may be complicated in nature which may require more time and resources to be fully investigated. Some complaints might be originating from outlying areas which are difficult to reach timeously.
Assumptions	There will be sufficient capacity and resources to conduct inspections and attend to complaints.
Means of verification	Each complaint received and finalised within two (2) months will count as one.
Method of Calculation	<p>The percentage will be calculated as follows:  The denominator is equal to the number of complaints recorded in the complaints register where investigations are due for finalisation during the reporting period. The numerator is equal to the number of complaints finalised within 2 months.</p> <p><b>Note: Complaints registered in the previous financial year may only be required to be finalised in the current financial year. Reporting therefore will be in the financial year under review.</b></p> <p>Numerator/ Denominator x 100</p>
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
Reporting Cycle	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
Type of indicator	<p>Is this a Service Delivery Indicator?  <input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):  <input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?  <input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?  <input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
Spatial Location of Indicator	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
Indicator Responsibility	Senior Manager: Inspectorate: Compliance and Enforcement
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women:  Target for youth:  Target for persons with disabilities:  Target for older persons:  <input checked="" type="checkbox"/> <b>None of the above</b></p>

# Part D: Technical Indicator Descriptions (TIDs)

<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity
<b>Implementation Data – AOP</b> (Key deliverables and actions)	<input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Indicator number</b>	3.3
<b>Indicator title</b>	3.4
<b>Indicator title</b>	Number of inspections conducted focused on under-age drinking and access to restricted areas.
<b>Short definition</b>	To monitor compliance with the provisions of the Act by licensed liquor outlets.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	General public and communities.
<b>Source of data</b>	Each inspection will count as one.
<b>Data limitations</b>	The limited administration capacity may result in high volumes of information to be recorded or captured. The development of a fit for purpose structure will allow regular audits related to the accurate capturing of information.
<b>Assumptions</b>	There will be sufficient capacity and resources to conduct inspections.
<b>Means of verification</b>	A printed report obtained from the LMaTS system.
<b>Method of Calculation</b>	<p>A printed report obtained from the LMaTS system. Each inspection conducted will count as one.</p> <p>Signed inspection form will be available on request.</p> <p><b>*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.</b></p>
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES         <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES         <input checked="" type="checkbox"/> <b>NO</b></p>

<b>Spatial Location of Indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
<b>Indicator Responsibility</b>	Senior Manager: Inspectorate: Compliance and Enforcement
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	3.4

<b>Indicator number</b>	<b>3.5</b>
<b>Indicator title</b>	Percentage of new licensed premises inspected within three (3) months after issuing of licence.
<b>Short definition</b>	To monitor compliance of licensed liquor outlets entering the regulated environment within the financial year. This refers only to Section 36 licence applications.
<b>Purpose</b>	To ensure that licensed outlets entering 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 provisions 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.
<b>Key Beneficiaries</b>	Licensees and the general public
<b>Source of data</b>	A system generated report will be obtained from the LMaTS system indicating the number of newly issued licences due for inspection.
<b>Data limitations</b>	Being a new indicator, the system might have to be enhanced to monitor progress and provide accurate feedback.
<b>Assumptions</b>	There will be sufficient capacity and resources to conduct inspections continuously across the province as licences are being issued.
<b>Means of verification</b>	A printed report obtained from the LMaTS system. Inspection forms will be available on request.

# Part D: Technical Indicator Descriptions (TIDs)

<b>Method of Calculation</b>	<p>The percentage will be calculated as follows:</p> <p>The denominator is equal to the number of licences dispatched due for inspection during the reporting period. The numerator is equal to the number of licences dispatched inspected within three (3) months.</p> <p><b>Note:</b></p> <p><b>1. Licences dispatched in the previous financial year may only be required to be inspected in the current financial year (3 months after the licence was dispatched). Reporting therefore will be in the financial year under review.</b></p> <p><b>2. The numerator will only include licences where the actual licence certificate has been dispatched to the licensee and not where a WCP number has been generated.</b></p> <p>Numerator/ Denominator x 100</p>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
<b>Spatial Location of Indicator</b>	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
<b>Indicator Responsibility</b>	Senior Manager: Inspectorate: Compliance and Enforcement
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> <b>None of the above</b></p>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<p><input type="checkbox"/> Jobs    <input checked="" type="checkbox"/> <b>Safety</b>    <input type="checkbox"/> Well-being &amp; dignity</p> <p><input type="checkbox"/> Innovation, Culture and Governance    <input type="checkbox"/> None of the above</p>
<b>Implementation Data – AOP (Key deliverables and actions)</b>	3.5





Indicator number	3.6
Indicator title	Percentage of licensed outlets within the ABT areas inspected quarterly.
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.
Purpose	Continued inspections will be focused on specific contraventions which normally lead 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.
Key Beneficiaries	Licensees and the general public.
Source of data	<p>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 updating inspections and inspection forms are completed for each inspection, which are uploaded to the LMATS system.</p> <p><b>*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.</b></p>
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 of converting to an automated inspection system which requires the use of tablets, an upgrade to the LMATS system and the training of Inspectors regarding the use of such 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.
Assumptions	Inspectors will be able to reach all licensed outlets in the ABT's which includes the districts at least 3 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 3. 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	Signed excel spreadsheet and inspection forms are available on request.
Method of Calculation	<p>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.</p> <p>The percentage will be calculated as follows:  The denominator is equal to the number of licences issued due for inspection during the reporting period. The numerator is equal to the number of licences issued inspected within six (6) months.</p> <p>Numerator/ Denominator x 100</p>
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

# Part D: Technical Indicator Descriptions (TIDs)

Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b>
	<input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Inspectorate: Compliance and Enforcement
Spatial transformation	Kraaifontein, Khayelitsha, Mfuleni, Atlantis, Phillipi, Bishop Lavis, Delft, Gugulethu, Nyanga, Mitchells Plain, Harare and municipalities of Swartland, Witzenberg, Beaufort-West, Theewaterskloof and George
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	3.6

Indicator number	3.7
Indicator title	Number of Situational Anylysis Reports for local municipalities and the City of Cape Town Sub-council submitted to the LLT for consideration.
Short definition	To facilitate the determination of public interest by the Liquor Licensing Tribunal to reduce the harms associated with liquor.
Purpose	This indicator will ensure that public interest is facilitated in a manner which will allow the LLT to make informed decisions in either non-compliance matters or in the consideration of applications and allow stakeholders make informed recommendations during the application process.
Key Beneficiaries	Stakeholders and the community members.

Source of data	Inspectors are required to submit reports after each engagement with the strategic partners and these reports will be recorded in a Situational Analysis register. The register will be utilised to keep record of the number engagements with the strategic partners and also the number of reports submitted to the LLT for consideration.
Data limitations	Willingness to participate in this engagement by the stakeholders.
Assumptions	There will be sufficient capacity and resources to establish these engagements.
Means of verification	Situational Analysis Report
Method of Calculation	Each report of Situational Analysis 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
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> YES    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> Access    <input type="checkbox"/> Reliability    <input checked="" type="checkbox"/> Responsiveness    <input checked="" type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> NO</p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> NO</p>
Spatial Location of Indicator	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> Multiple Locations</p> <p><input checked="" type="checkbox"/> Provincial    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
Indicator Responsibility	Senior Manager: Inspectorate: Compliance and Enforcement
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs    <input checked="" type="checkbox"/> Safety    <input type="checkbox"/> Well-being &amp; dignity</p> <p><input type="checkbox"/> Innovation, Culture and Governance    <input type="checkbox"/> None of the above</p>
Implementation Data – AOP (Key deliverables and actions)	3.7

# Part D: Technical Indicator Descriptions (TIDs)

## COMMUNICATION, EDUCATION AND STAKEHOLDER RELATIONS

<b>Indicator number</b>	<b>4.1</b>
<b>Indicator title</b>	WCLA Annual Communication and Awareness Plan developed.
<b>Short definition</b>	A plan outlining initiatives and activities aimed at championing and understanding of an appreciation for the value of liquor regulation.
<b>Purpose</b>	<p>The Annual Communication Plan details the stakeholders, objectives, key messages, channels and approach to communicate the mandate, strategic priorities and operations of the WCLA. The Plan aligns with relevant policy imperatives, the 5-Year Strategic Plan and the operational planning of the WCLA. It also serves to consolidate with all communication and stakeholder initiatives existing and being developed.</p> <p>The Plan will facilitate consistent, informative and effective communication. This will address challenges experienced by various stakeholders related to accessing the services of the WCLA.</p> <p>Successful implementation of the Plan will result in:</p> <ul style="list-style-type: none"> <li>• Promoted accessibility of WCLA processes</li> <li>• Strengthened stakeholder relationships</li> <li>• Greater appreciation for the value of regulation</li> <li>• Increased community participation in licensing and compliance monitoring</li> </ul> <p>Increased compliance by licence holders.</p>
<b>Key Beneficiaries</b>	Residents, licence holders, intergovernmental partners, community structures and other key stakeholders.
<b>Source of data</b>	<p>Annual Communication and Awareness Plan document</p> <p>Actual data table used (if system/Excel): N/A</p> <p>An engagement relating to the data source will take place.</p>
<b>Data limitations</b>	N/A
<b>Assumptions</b>	The Annual Communication and Awareness Plan is imperative to the communication function and the resources exist to produce and maintain such.
<b>Means of verification</b>	Annual Communication and Awareness Plan document.
<b>Method of Calculation</b>	The Annual Communication and Awareness Plan document will count as one.
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> Access <input checked="" type="checkbox"/> Reliability <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> Multiple Locations <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	4.1



## Part D: Technical Indicator Descriptions (TIDs)

<b>Indicator number</b>	<b>4.2</b>
<b>Indicator title</b>	Number of Liquor Consultants Forum engagements facilitated.
<b>Short definition</b>	Liquor Consultants Forum engagements. Providing a platform enabling liquor consultants engaging the WCLA on transversal matters.
<b>Purpose</b>	<p>The Liquor Consultants Forum (LCF) is a platform enabling engagement between the WCLA and the 'Liquor Consultants' instructed to act as Representatives on behalf of Applicants or Licensees in matters related to liquor regulation. Engagements focus on transversal matters that have an impact on the expeditious processing of applications provided for by the Act. This indicator ensures accountability of the Authority's processes and inculcates transparency in its operations and the value created for stakeholders.</p> <p>Via the Forum, the WCLA communicates any new interventions and/or policy imperatives to Liquor Consultants, in pursuit of the following objectives:</p> <ul style="list-style-type: none"> <li>• Enhancing the mandate and/or objectives of the WCLA, the Act and related policy imperatives.</li> <li>• Developing appreciation for the value of regulation in the public interest and demonstrating value to licensees.</li> <li>• Facilitating knowledge and information sharing towards effective regulation.</li> <li>• Promoting compliance with regulatory systems and processes.</li> <li>• Establishing a formal communication channel for transversal matters relevant to Liquor Consultants, to: <ul style="list-style-type: none"> <li>o Foster common understanding of liquor regulation matters to promote consistency and comparability in how Liquor Consultants engage and experience licensing processes;</li> <li>o Obtain insight on any suggested actions to be taken by the WCLA in licensing and inspectorate matters discussed at the Forum; and</li> <li>o Disseminate information on discussions held at the Forum (where appropriate) to Licensees and Liquor Consultants.</li> </ul> </li> </ul> <p>Currently, many liquor licence applications are lodged via Liquor Consultants. The Forum enables the WCLA to influence and engage Liquor Consultants more effectively and lays a foundation for the development of reciprocal accountability platforms.</p>
<b>Key Beneficiaries</b>	Licence holders, prospective licence holders, liquor consultants.
<b>Source of data</b>	<p>Source of data: Signed attendance registers and / or virtual meeting attendance reports.</p> <p>Actual data table used (if system/Excel): N/A</p> <p>An engagement relating to the data source will take place.</p>
<b>Data limitations</b>	N/A
<b>Assumptions</b>	The LCF is imperative to the communication function and the resources exist to produce and maintain such.
<b>Means of verification</b>	LCF Terms of Reference.
<b>Method of Calculation</b>	The Annual Communication Plan document will count as one.
<b>Calculation type</b>	<input checked="" type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative

<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b> <p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> <p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of Indicator</b>	<p>Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> </p> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
<b>Indicator Responsibility</b>	Senior Manager: Communication, Education and Stakeholder Relations
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	4.2



## Part D: Technical Indicator Descriptions (TIDs)

<b>Indicator number</b>	<b>4.3</b>
<b>Indicator title</b>	Number of campaigns conducted targeting licence holders in understanding their roles and responsibilities as licensed outlets and the impact of liquor on priority groupings such as women, youth and children.
<b>Short definition</b>	Campaigns targeting licence holders in understanding their roles and responsibilities and the impact of liquor on priority groupings.
<b>Purpose</b>	<p>This indicator seeks to ensure that a targeted communication campaign is embarked upon which is directed at educating and raising awareness with licence holders on their responsibilities to ensure their outlets respect public interest. Clear, easy-to-understand information must be shared with licensees about how to trade legally and safely so that ignorance of the law does not increase risk of harm.</p> <p>Key communication themes for the campaign will include:</p> <ul style="list-style-type: none"> <li>• Ensuring that minors (underage children) are not served or sold liquor or given access to licensed establishments.</li> <li>• No selling of liquor by an On-consumption premises for Off-consumption purposes.</li> <li>• No selling of liquor for further resale (supplying liquor for illegal distribution) and limitations on volumes that can be sold.</li> </ul> <p>The campaigns will explore and access all available channels including direct communication (email, SMS etc.), traditional media (radio, print etc.), social media or printed materials, among other channels.</p> <p>Reducing the availability of and access to alcohol is crucial for reducing alcohol-related harm. The aim of targeting licensees with awareness campaigns is to prioritise upstream interventions, which do not rely on behaviour change by consumers, for reducing availability and access of alcohol.</p>
<b>Key Beneficiaries</b>	Licence holders, communities affected by licensed liquor outlets.
<b>Source of data</b>	<p>Source of data: Report on campaign comprising information on media activities, screenshots, photographs and other evidence of communication activities.</p> <p>Actual data table used (if system/Excel): N/A</p> <p>An engagement relating to the data source will take place.</p>
<b>Data limitations</b>	Information on communication activities not available (e.g. media reports).
<b>Assumptions</b>	<p>Sufficient financial and human resources will be available for implementation of campaigns.</p> <p>Information and material will be accessed and read / understood by target audience.</p>
<b>Means of verification</b>	Printed file as a portfolio of evidence.
<b>Method of Calculation</b>	Every report on an awareness campaign will count as one.
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> <b>Bi-annually</b> <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target



Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input type="checkbox"/> Reliability <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	4.3



## Part D: Technical Indicator Descriptions (TIDs)

Indicator number	4.4
Indicator title	Number of campaigns developed targeting communities on their role in influencing the determination of public interest.
Short definition	Campaign enabling communities to influence the determination of Public Interest.
Purpose	<p>To make communities aware of the opportunities to influence the determination of public interest to best serve the communities they form a part of. This amounts to providing communities with the voice to influence the granting or refusal of liquor licence applications (in support of or objection to) and to initiate remedial processes where errant licensed premises transgress liquor licence conditions and the Western Cape Liquor Act, 2008 as amended.</p> <p>Communities play a key role in ensuring that any licences granted serve the public interest and that licence holders operate their licence in a manner that continues to serve the public interest.</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"> <li>• Municipalities</li> <li>• Departments</li> <li>• Neighbourhood Watches</li> <li>• Community Policing Forums</li> <li>• Local Drug Action Committees (LDACs)</li> <li>• Civil society organisations (NGOs, NPOs, Community Based and Civic Organisations)</li> </ul> <p>The campaign may utilise direct communication (email, SMS etc.), traditional media (radio, print etc.), social media or printed materials, among other channels.</p>
Key Beneficiaries	Communities in all districts of the Western Cape.
Source of data	<p>Source of data: Report on campaign comprising information on media activities, screenshots, photographs and other evidence of communication activities.</p> <p>Actual data table used (if system/Excel): N/A</p> <p>An engagement relating to the data source will take place.</p>
Data limitations	Information on communication activities not available (e.g. media reports).
Assumptions	<p>Sufficient financial and human resources will be available for implementation of campaigns.</p> <p>Information and material will be accessed and read / understood by target audience.</p>
Means of verification	Printed file as a portfolio of evidence.
Method of Calculation	Every report on an awareness campaign will count as one.
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
Reporting Cycle	<input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> <b>Bi-annually</b> <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
Spatial Location of Indicator	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Senior Manager: Communication, Education and Stakeholder Relations
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	4.4



# Part D: Technical Indicator Descriptions (TIDs)

## FINANCE

Indicator number	5.1
Indicator title	Percentage expenditure in relation to the allocated budget.
Short definition	Amount of budget spent and committed against the budget allocation.
Purpose	To assess the institutions capacity to spend against the planned budget
Key Beneficiaries	Licence holders, Communities and funding departments.
Source of data	IYM, database, EPRE, ENE.
Data limitations	Challenges with real-time data.
Assumptions	Real time data will be readily available.
Means of verification	Audited Annual Financial Statements.
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	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
Reporting Cycle	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
Spatial Location of Indicator	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
Indicator Responsibility	Chief Financial Officer
Spatial transformation	All districts and municipalities of the Western Cape Province.



<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	5.1

<b>Indicator number</b>	<b>5.2</b>
<b>Indicator title</b>	Percentage of invoices paid within 30 days after receipt of invoice.
<b>Short definition</b>	The number of invoices paid within 30 days of receipt by the institution against the total number of invoices received by the institution.
<b>Purpose</b>	To enable suppliers to have sufficient funding to operate their business and to comply with PFMA (S30).
<b>Key Beneficiaries</b>	Suppliers and funding departments.
<b>Source of data</b>	Signed excel database providing the following information: <ul style="list-style-type: none"> <li>• Name of supplier</li> <li>• Invoice number</li> <li>• Amount of invoice</li> <li>• Date received</li> <li>• Date paid</li> </ul>
<b>Data limitations</b>	N/A
<b>Assumptions</b>	Suppliers submit the correct invoice timeously.
<b>Means of verification</b>	Excel spreadsheet.
<b>Method of Calculation</b>	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).  <b>*Note: The total number of invoices (denominator) will not include invoices that have queries/ disputes against them and are being addresses with the supplier/s.</b>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target

# Part D: Technical Indicator Descriptions (TIDs)

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> <b>YES</b> <input checked="" type="checkbox"/> <b>NO</b>
	Spatial Location of Indicator Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
Indicator Responsibility	Chief Financial Officer
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data – AOP (Key deliverables and actions)	5.2

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). <b>Note:</b> The audit opinion expressed during the current financial year will relate to the audit outcome of the previous financial year (e.g., the audit opinion expressed during 2015/16 will relate to the audit outcome of 2014/15).
Purpose	Monitors the outcome of the audit conducted by the AGSA.
Key Beneficiaries	Residents of the WC province and funding departments.
Source of data	Audit Report of AGSA.
Data limitations	Timeous availability of the Audit Report of the AGSA.
Assumptions	Audit by the AGSA will be completed within the prescribed timeframes.
Means of verification	Audit Report from the AGSA.

<b>Method of Calculation</b>	<b>Audit opinion expressed in Audit Report of AGSA.</b>
<b>Calculation type</b>	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting Cycle</b>	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?</p> <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO
	<p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	<p>Is this a Demand Driven Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	<p>Is this a Standardised Indicator?</p> <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of Indicator</b>	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
<b>Indicator Responsibility</b>	Chief Financial Officer
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<p><input type="checkbox"/> Jobs    <input checked="" type="checkbox"/> <b>Safety</b>    <input type="checkbox"/> Well-being &amp; dignity</p> <p><input type="checkbox"/> Innovation, Culture and Governance    <input type="checkbox"/> None of the above</p>
<b>Implementation Data – AOP</b> (Key deliverables and actions)	5.3

# Part D: Technical Indicator Descriptions (TIDs)

## 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.
Purpose	To ensure compliance with the PFMA in terms of the publication of the Authority's Annual Performance Plan.
Key Beneficiaries	Residents of the WC province.
Source of data	Strategic Planning and Review Sessions/draft Annual Performance Plans.
Data limitations	Non-timeous printing and binding service provided by the service provider. Non-timeous submission of inputs to the APP from components.
Assumptions	Information required from Components will be accurate and received timeously.
Means of verification	Printed and bound Annual Performance Plan.
Method of Calculation	A printed and bound APP will count as one.
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
Reporting Cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b> <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input checked="" type="checkbox"/> <b>YES</b>    <input type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input checked="" type="checkbox"/> <b>Access</b>    <input checked="" type="checkbox"/> <b>Reliability</b>    <input checked="" type="checkbox"/> <b>Responsiveness</b>    <input checked="" type="checkbox"/> <b>Integrity</b></p> <p>Is this a Demand Driven Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>
Spatial Location of Indicator	<p>Number of locations:    <input type="checkbox"/> Single Location    <input checked="" type="checkbox"/> <b>Multiple Locations</b></p> <p><input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality    <input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b></p>
Indicator Responsibility	Senior Manager: Corporate Services
Spatial transformation	All districts and municipalities of the Western Cape Province.
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women:</p> <p>Target for youth:</p> <p>Target for persons with disabilities:</p> <p>Target for older persons:</p> <p><input checked="" type="checkbox"/> <b>None of the above</b></p>





<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	6.1

<b>Indicator number</b>	<b>6.2</b>
<b>Indicator title</b>	Number of quarterly performance reports submitted to DotP.
<b>Short definition</b>	Quarterly Performance Reports (QPR) submitted via the eQPRS.
<b>Purpose</b>	To report on quarterly performance achievements against indicator targets as set in the APP.
<b>Key Beneficiaries</b>	Department that has oversight responsibility.
<b>Source of data</b>	Quarterly certificate of approval signed off by the CEO.
<b>Data limitations</b>	The non-timeous submission of data from components.
<b>Assumptions</b>	Information required from Components will be accurate and received timeously.
<b>Means of verification</b>	Quarterly signed certificate of approval.
<b>Method of Calculation</b>	Each signed certificate of approval submitted will count as one.
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b>
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of Indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>
<b>Indicator Responsibility</b>	Senior Manager: Corporate Services
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.

# Part D: Technical Indicator Descriptions (TIDs)

<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	6.2

<b>Indicator number</b>	<b>6.3</b>
<b>Indicator title</b>	Number of quarterly performance reports submitted to Custodial department.
<b>Short definition</b>	Quarterly Performance Reports (QPR) reports in prescribed format.
<b>Purpose</b>	To report on quarterly performance achievements against indicator targets as set in the APP.
<b>Key Beneficiaries</b>	Department that has oversight responsibility.
<b>Source of data</b>	Signed QPR reports submitted to Custodial department.
<b>Data limitations</b>	The non-timeous submission of data from components.
<b>Assumptions</b>	Information required from Components will be accurate and received timeously.
<b>Means of verification</b>	Quarterly signed QPR reports.
<b>Method of Calculation</b>	Each QPR report submitted will count as one.
<b>Calculation type</b>	<input checked="" type="checkbox"/> <b>Cumulative</b> <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting Cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
<b>Desired performance</b>	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input checked="" type="checkbox"/> <b>Access</b> <input checked="" type="checkbox"/> <b>Reliability</b> <input checked="" type="checkbox"/> <b>Responsiveness</b> <input checked="" type="checkbox"/> <b>Integrity</b> Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of Indicator</b>	Number of locations: <input type="checkbox"/> Single Location <input checked="" type="checkbox"/> <b>Multiple Locations</b> <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Co-ordinates: <b>Services are provided in all districts and municipalities of the Western Cape Province</b>

<b>Indicator Responsibility</b>	Senior Manager: Corporate Services
<b>Spatial transformation</b>	All districts and municipalities of the Western Cape Province.
<b>Disaggregation of beneficiaries – Human Rights Groups</b>	Target for women: Target for youth: Target for persons with disabilities: Target for older persons: <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Well-being & dignity <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data – AOP</b> (Key deliverables and actions)	6.3

# Part D: Technical Indicator Descriptions (TIDs)



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PR 314/2023

ISBN: 978-0-621-51625-8



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