



**WESTERN CAPE**  
LIQUOR AUTHORITY

**Annual Performance Plan 2018/19**

# **Western Cape Liquor Authority**

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Annual Performance  
Plan for 2018/2019

Western Cape Province



## FOREWORD

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I hereby present the Western Cape Liquor Authority's Annual Performance Plan ("the APP") for 2018/2019.

The APP provides the roadmap for the Western Cape Liquor Authority ("the Authority") for the year ahead and is aligned to our mandate as provided for in the Western Cape Liquor Act 4 of 2008, as amended, as well as the 5 Year Strategic Plan of the Authority. In addition, the institution has made provision for activities aligned to the strategy of the Western Cape Government's Alcohol Harms Reduction Game Changer initiative.

For the year ahead the Authority will continue to upgrade its licencing system whilst streamlining other operations and processes directly linked to the application process. The Authority has stepped up its commitment to regulating the retail-sale and micro-manufacturing of liquor in the province, and to facilitating the transformation of the liquor industry in the Western Cape, by promoting the entry of new license holders, and balancing this with a very stringent enforcement of a compliance regime, in line with the Alcohol Harms Reduction Game Changer and the Alcohol Harms Reduction policy initiative of the Western Cape Provincial Government. This has been further boosted by the revision of the Regulations and provisions of the Act that deal with harm. Further, the Authority has partnered with organizations that promote responsible consumption.

The exemplary performance of the different components of the Authority has contributed in the more effective regulation of liquor in the Western Cape. Against the backdrop of the challenging liquor regulatory environment each component within the Authority has further identified strategic initiatives that will enhance service delivery and enforcement.

The strategic initiatives detailed in the document are dependent on sufficient funding.

The amendments to the Act will contribute significantly to the operations of the Authority and the more effective regulation of the liquor industry.

The Authority will continue to participate in the Alcohol Harms Reduction Game Changer and will actively contribute in future policy development and implementation.

The Authority, and its staff, is committed to dealing with all these priorities and challenges.



**Dr. Luzuko Mdunyelwa**

**Chief Executive Officer of the WCLA**

## OFFICIAL SIGN-OFF

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It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Western Cape Liquor Authority under the guidance of Mr. D. Plato and;
- Was prepared in line with the current Strategic Plan of the Western Cape Liquor Authority; and
- Accurately reflects the performance targets which the Western Cape Liquor Authority will endeavor to achieve, given the resources made available in the budget for 2018/19.

Dr. L Mdunyelwa



Chief Executive Officer

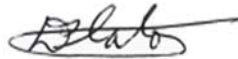
Mr MJones



Chairperson of the Governing Board

Approved by

Minister D Plato



Executive Authority

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## PART A: Strategic overview

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### 1. Vision

- 1.1 Effectively regulate liquor in the Western Cape.

### 2. Mission

- 2.1 Creating an enabling environment for the optimal regulation of the liquor industry in the Western Cape.
- 2.2 Maintaining sustainable partnerships with all relevant stakeholders to assist in the reduction of alcohol related harms.

### 3. Values

- 3.1 In the execution of their collective functions, the Authority places the highest value on:
- **Integrity**  
The quality of possessing and steadfastly adhering to a moral or ethical code and high professional standards.
  - **Honesty**  
The quality, condition or characteristic of being fair, truthful, and morally upright in conduct and adherence to the facts.
  - **Incorruptibility**  
Moral uprightness and selfless service of public servants.
  - **Transparency**  
The principle that the organisation (WCLA) will conduct its business in an accessible, clear and visible manner and that its activities are open to examination by its stakeholders.
  - **Responsibility**  
Having the authority to make decisions and following through on the expectation to make those decisions and take necessary action.
  - **Accountability**  
The principle that the organisation is obligated to demonstrate and take responsibility for its actions, decisions and policies and that it is accountable to the public at large.

### 4. Legislative and other mandates

#### 4.1 Constitutional mandates

The Regulation of liquor licencing is a provincial competency in terms Schedule 5 of the Constitution. For this reason the Western Cape Liquor Authority has been established in terms of Section 2(1) of the Western Cape Liquor Act, Act 4 of 2008.

#### 4.2 Legislative mandates

Significant changes have been made to the Western Cape Liquor Legislation. In December 2010, the Western Cape Provincial Parliament passed the Western Cape Liquor Amendment Act, 2010 (Act 10 of 2010) ("the Amendment Act") to be read in conjunction with the Western Cape Liquor Act No. 4 of 2008. On 21 December 2011 the Western Cape Liquor Regulations were passed which contained the new price schedules.

#### Other Legislation includes:

##### **Magistrate Court Act, 1944 (32 of 1944)**

The Magistrate Court Act, 1944 (32 of 1944) provides for the procedure and processes to be



followed in the approximate 350 South African District Magistrate's Courts. These courts can hear civil cases where the value of the claim is no more than R100,000 and in criminal cases can impose a sentence of up to three years imprisonment and a fine of up to R100 000. The magistrates districts are arranged into regions with each region having a Regional Magistrate's Court, which handles more serious criminal cases and can impose a sentence of up to 15 years imprisonment and a fine of up to R300 000. As of 2010 Regional Magistrates Courts can also handle civil cases where the value of the claim is no more than R300 000.

This act also provides for the Magistrate Court Rules. These rules govern how a lawsuit or case may be commenced, and what kind of service of process is required, along with the types of pleadings or statements of case, motions or applications, and orders allowed in civil cases, the timing and manner of depositions and discovery or disclosure, the conduct of trials, the process for judgment, various available remedies, and how the courts and clerks are to function.

#### ***Supreme Court Act, 1959 (59 of 1959)***

The Supreme Court Act, 1959 (59 of 1959) provides for the divisions of the Supreme Court's appointment of judges, appeals and high court procedure and processes.

This act also provides for the High Court Rules. These rules govern how a lawsuit or case may be commenced, and what kind of service of process is required, along with the types of pleadings or statements of case, motions or applications, and orders allowed in civil cases, the timing and manner of depositions and discovery or disclosure, the conduct of trials, the process for judgment, various available remedies, and how the courts and clerks are to function.

#### ***Criminal Procedures Act, 1977 (51 of 1977)***

This act governs criminal procedure in South Africa's legal system. It details the procedure for the whole system of criminal law, including search and seizure, arrest, the filing of charges, bail, the plea, the testimony of witnesses and the law of evidence, the verdict and sentence and the appeal.

#### ***Liquor Act, 1989 (27 of 1989)***

To provide for control over the sale of liquor; and for matters connected therewith.

#### ***Liquor Products Act, 1989, (60 of 1989)***

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

- the control over the sale and production for sale of certain alcoholic products;
- the composition and properties of such products;
- the use of certain particulars in connection with the sale of such products;
- the establishment of schemes; and
- control over the import and export of certain alcoholic products.

#### ***Businesses Act, 1991 (Act 71 of 1991)***

The Businesses Act, 1991 (Act 71 of 1991) is assigned national legislation that provides for the administration and regulation of informal trading by municipalities, subject to monitoring of the relevant bylaws by the Provincial Minister. It further provides that the Provincial Minister may act as an appeal authority in instances where municipalities refuse applications by certain types of businesses for licences to trade.

#### ***Occupational Health and Safety Act, 1993 (85 of 1995)***

The Occupational Health and Safety Act, 1993 (85 of 1995) provides for:

- the health and safety of persons at work;
- the health and safety of persons in connection with the use of plant and machinery;
- the protection of persons other than persons at work;
- measure against hazards to health and safety arising out of or in connection with the activities of persons at work; and

- establishing an advisory council for occupational health and safety.

#### ***Labour Relations Act, 1995 (66 of 1995)***

The Labour Relations Act, 1995 (66 of 1995) governs labour relations in South Africa and to that effect:

- gives effect to section 27 of the Constitution;
- regulates the organisational rights of trade unions;
- promotes and facilitates collective bargaining at the workplace and at sectorial level;
- regulates the right to strike and the recourse to lockout in conformity with the Constitution;
- promotes employee participation in decision-making through the establishment of workplace forums;
- provides simple procedures for the resolution of labour disputes through statutory conciliation, mediation and arbitration (for which purpose the Commission for Conciliation, Mediation and Arbitration is established), and through independent alternative dispute resolution services accredited for that purpose;
- establishes the Labour Court and Labour Appeal Court as superior courts, with exclusive jurisdiction to decide matters arising from the Act;
- provides for a simplified procedure for the registration of trade unions and employers' organisations, and to 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.

#### ***South African Police Service Act, 1995 (68 of 1995)***

To provide for the establishment, organisation, regulation and control of the South African establishment, organisation, regulation and control of the South African Police Service; and to provide for matters in connection therewith.

#### ***Basic Conditions of Employment Act, 1997 (75 of 1997)***

The Basic Conditions of Employment Act, 1997 (75 of 1997) gives effect to the right to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment and to comply with the obligations of the Republic as a member state of the International Labour Organisation and provide for matters connected therewith.

#### ***Employment Equity Act, 1998 (55 of 1998)***

The Employment Equity Act, 1998 (55 of 1998) promotes the constitutional right of equality and the exercise of true democracy; eliminates unfair discrimination in employment; ensure the implementation of employment equity to redress the effects of discrimination; achieve a diverse workforce broadly representative of our people; promote economic development and efficiency in the workforce; and give effect to the obligations of the Republic as a member of the International Labour Organisation.

#### ***Local Government: Municipal Structures Act, 1998 (117 of 1998)***

The Local Government: Municipal Structures Act, 1998 (117 of 1998) provides for:

- the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities;
- the establishment of criteria for determining the category of municipality to be established in an area;
- defining the types of municipality that may be established within each category;
- an appropriate division of functions and powers between categories of municipalities;
- regulation of the internal systems, structures and office bearers of municipalities; and
- the appropriate electoral systems.

***Public Finance Management Act, 1999 (1 of 1999)***

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

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

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

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

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

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

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

***Local Government: Municipal Systems Act, 2000 (32 of 2000)***

The Local Government: Municipal Systems Act, 2000 (32 of 2000) provide for:

- the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all;
- define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures;
- the manner in which municipal powers and functions are exercised and performed;
- community participation;
- to establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- a framework for local public administration and human resource development;
- empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts; to provide for credit control and debt collection;
- establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; and
- for legal matters pertaining to local government.

***Liquor Act, 2003 (59 of 2003)***

This act provides for the establishment of:

- national norms and standards in order to maintain economic unity within the liquor industry;
- regulates the manufacturing and distribution within the liquor industry;
- essential national standards and minimum standards required for the rendering of services;
- provides for the devolution of functions relating to retail sale and micro manufacturing to the Provincial Minister; and
- measures to promote co-operative government in the area of liquor regulation.

***Western Cape Liquor Act, 2008 (4 of 2008)***

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

The Western Cape Liquor Act, 2008 (4 of 2008) provides for the establishment of an independent juristic person, to be known as the Western Cape Liquor Authority, a Governing Board for the Western Cape Liquor Authority to be appointed by the Minister, a Liquor Licencing Tribunal to be appointed by the Governing Board and which must perform the judicial function in respect of applications for liquor licences and related matters, an Appeal Tribunal to be appointed by the Minister and an administration with a Chief Executive Officer which reports to the Governing Board.

***Western Cape Liquor Amendment Act, 2010 (10 of 2010)***

The Western Cape Liquor Amendment Act, 2010 (10 of 2010) amended the Western Cape Liquor Act, 2008 substantially before last mentioned came into operation.

***Public Finance Management Act, Act 1 of 1999 as amended by Act 29 of 1999***

To regulate the financial management of provincial entities like the Western Cape Liquor Authority and to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively and to provide the responsibilities and authorities to persons entrusted with financial management.

***Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)***

To give effect to section 217(3) of the 1996 Constitution by providing a framework for the implementation of the procurement policies contemplated in section 217(2) of the 1996 Constitution and to provide for matters connected therewith.

***Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003)***

This act establishes a legislative framework for the promotion of broad-based black economic empowerment. It furthermore empowers the Minister to issue Codes of Good Practice, to publish transformation charters, to establish the Black Economic Empowerment Advisory Council and to provide for matters connected therewith. The unit Economic Empowerment uses the Act as the basis for its existence.

### 4.3 Policy mandates

#### **The Western Cape Alcohol-Related Harms Reduction Policy White Paper, 2017**

The Western Cape Cabinet adopted the White Paper as published in the Government Gazette dated 4 September 2017.

The purpose of the policy is to:

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

In response to the White Paper the current liquor legislation will be reviewed.

### 4.4 Relevant court rulings

The Constitutional Court matter known as Ex Parte the President of the Republic of South Africa in re: Constitutionality of the Liquor Bill, heard as case CCT 12/99 by the Constitutional Court of South Africa on 31 August 1999 and decided on 11 November 1999 with the judgment delivered by Cameron AJ refers. The State President, at the time, took the unprecedented step to utilise section 79(4)(b) of the 1996 Constitution to refer a bill to the Constitutional Court to have the constitutionality thereof tested after the bill has been approved by the National Assembly. The State President stated his reasons to include that the bill clearly intends to deal with the registration for the manufacture, wholesale distribution and retail-sale of liquor and that according to his understanding it might be in conflict with the “liquor licencing” a provincial competency in terms of Part A of Schedule 5 of the Constitution, 1996.

The Constitutional Court found that if the exclusive provincial legislative competence regarding “liquor licences” in Schedule 5 applies to all liquor licences, the national government has made out a case in terms of Section 44(2) justifying its intervention in creating a national system of registration for manufacturers and wholesale distributors of liquor and in prohibiting cross-holdings between the three tiers in the liquor trade. No case has however been made out in regard to retail sales of liquor, whether by retailers or by manufacturers, nor for micro-manufacturers whose operations are essentially provincial. The Minister has to this extent failed to establish that Parliament had the competence to enact the Liquor Bill and it is therefore unconstitutional.

This finding is of utmost importance in establishing the legislative and functional powers and responsibilities of the national and the provincial governments regarding liquor licencing.

### 4.5 Policy initiatives

The Western Cape Liquor Authority is closely involved in the Alcohol Harms Reduction Game Changer. Various initiatives have been implemented to support the Game Changer. These initiatives include amongst others:

- increase in fines
- notices issued to illegal traders
- additional inspectors dedicated to the Alcohol Harms Reduction focus areas

## 5. Update of Situational analyses

### 5.1 Performance environment

The Western Cape Liquor Authority (herein after referred to as the WCLA) is mandated by the Western Cape Liquor Act (4 of 2008) to administer liquor regulation spanning over an area of 129 462 km<sup>2</sup> in the Western Province and serving a population numbering 6 279 730 (2011 census and community survey 2016).

In 2015 the Western Cape Provincial Cabinet agreed that an Alcohol-Related Harms Reduction Policy should be developed to guide the Western Cape Government's approach to the regulation of alcohol. On the 11th September 2017 a new White Paper on Alcohol Harms Reduction was approved by the Western Cape Provincial Cabinet which was published in the Provincial Government Gazette Extraordinary number 7824.

The White Paper expresses concerns that the current alcohol legislation largely regulates the activities of licencing and enforcement of the production, distribution and sale of alcohol, with inadequate consideration of the impact of alcohol -related harms on society. It also does not address the consequences of these harms, hence the development of the Alcohol Harms Reduction White Paper.

Numerous studies have concluded that alcohol abuse is the single most important driver of violence, injuries (including vehicle crashes), criminal behaviour and anti-social behaviour in general in the Western Cape. The extremely high levels of alcohol abuse can in the main be attributed to the easy availability of alcohol and the fact that unregulated outlets sell alcohol to minors. In a 2015 survey, the number of unlicensed liquor outlets in 2015 in the Western Cape was determined at 3 483, the equivalent of 37% of the licenced outlets (White Paper). Central in the plan to reduce alcohol consumption and risky drinking behaviour, stands a strategy to address the following:

- Easy availability of cheap liquor in communities.
- Responsible production, distribution and marketing of alcohol.
- Community buy-in to combat alcohol abuse, including finding alternative business opportunities for illegal shebeen owners.
- Lastly, policing and closing down of illegal shebeens, as well as licensed liquor outlets which do not abide by their licensing conditions.

Having considered the statistical evidence both of the contributions to and costs of the liquor industry to the economy and society, a shift in policy from advocating the alcohol industry as an economic growth opportunity to one where the necessity to reduce alcohol harms in our communities stands paramount.

The significant practical step to communicate the intention of this shift in policy was the transfer of the statutory responsibility for the WCLA away from the Minister of Economic Opportunities to the Minister of Community Safety. The executive responsibility related to the Western Cape Liquor Authority were therefore moved from the Department of Economic Development and Tourism (with an economic development sector focus) to the Department of Community Safety (with a social sector focus) as per proclamation by the Premier of the Western Cape dated 27th October 2015. The mandate for this entity is currently being reviewed to be in line with the sectorial change.

The transfer affords the following synergies:

- The Minister of Community Safety's outreach programmes in all communities, his specific programmes involving the religious communities and the youth, and his daily interaction with and oversight role of the South African Police Service (SAPS) is a much better fit to ensure that the objectives of the Alcohol Harms Reduction Game Changer be achieved.
- The closer co-operation between the Department of Community Safety and the WCLA could potentially also contribute to a much closer working relationship between the WCLA's Inspectorate and the SAPS and other law enforcement agencies.

The following possible disadvantages need to be considered:

- The strength of the liquor industry lobby to increase alcohol consumption.
- The argument that production of and trade in alcohol should not be constrained.
- The focus of the WCLA is on licensing rather than on harms reduction. .

The shift in the policy position of the Western Cape Government presents a number of challenges for the Authority, most notably the question of giving effect to the alcohol harms reduction approach within the current legislative mandate, which was not developed with the same objectives. The 3 areas identified by the Authority in support of the alcohol harms reduction strategy but still within the existing legal framework on which to focus are:

- entrance of responsible unlicensed liquor outlets into the regulated space
- enforcement with an emphasis of upstream prosecution
- focused approach to educating and communicating the harms of alcohol abuse

The approach to effecting the harms reduction is dealt with in detail in the specific components activities below.

### **Liquor Licencing Administration**

One of the policy objectives in the White Paper, 2017, is to take steps to bring some responsible unlicensed liquor outlets into the regulated space in a sustainable and responsible manner to facilitate compliance with minimum requirements. The rationale of bringing the unlicensed liquor outlets into the regulated space provides for a scenario where once legalized they will have to comply with the relevant liquor legislation as well as licence conditions imposed by the Tribunal. The conditions amongst others will include trading hours and the access by minors to the premises will be regulated. It will place these traders under the jurisdiction of the Liquor Authority's enforcement mandate which will enhance responsible trading. It is acknowledged that numerous barriers to enter the regulated space exist. In support of this approach plans are undertaken, in collaboration with the Department of Community Safety, to explore various options aimed at making it possible to issue liquor licenses to qualifying outlets, in the identified Game Changer areas (Paarl East, Khayelitsha and Gunya), who previously were unable to obtain such licences due to Local Government business zoning policies. The licencing process in terms of these prospective licence holders will be facilitated by the Administration component with the following key role players:

- Liquor Licencing Tribunal
- City of Cape Town
- SAPS
- Councilors
- Rate Payers Association
- Neighbourhood Watches
- Community Policing Forums

The outcome of this pilot initiative will set the benchmark for the way forward in terms of facilitating the entrance of responsible unlicensed liquor outlets into the regulated space.

### **Liquor Licencing Tribunal**

Section 2 of the Western Cape Liquor Act, 4 of 2008 (as amended), makes provision for the establishment of a Liquor Licencing Tribunal (LLT). The LLT must exercise its functions according to the provisions of the Act impartially and without fear, favour or prejudice. The Governing Board of the Authority maintains oversight over the administration of the LLT but may not revoke or alter any decision of the LLT taken in the exercise or performance of any of its powers or functions in terms of the Act.

It is of the utmost importance that the LLT is not only aware of the harms reduction approach but fully subscribes to the implementation of the harms reduction approach. The principles and objectives of the Western Cape Governments Alcohol Harms Reduction strategy will therefore be communicated and extensively workshopped with the Tribunal to ensure alignment to the new approach, with specific reference to:

- entrance of responsible unlicensed liquor outlets into the regulated space
- enforcement with an emphasis on section 20(1)(d) and (e) contemplated matters

## Communication, Education and Stakeholder Relations

This component will embark on unique awareness campaigns aligned to the Western Cape Government's Alcohol Harms Reduction strategy specifically tailored to suite the identified game changer areas. The focus of these initiatives is on the social harms and consequences of liquor abuse and the role of the community in addressing these harms. The initiatives will include amongst others the following:

### *Community engagements*

This will be rolled out in partnership with the SAPS through door to door visits in the community to inform them on and to create awareness of the Alcohol Harms Reduction Game Changer. We will further provide the community with pamphlets outlining the complaints process against licenced premises and educate them on the role they play during the application process. These pamphlets will include the contact details of the Authority. We will further use other platforms such as community gatherings and religious gatherings to further engage with communities.

### *School engagements*

We will engage with 6 schools in the targeted areas (2 per area) and will educate them on the social harms of liquor abuse and provide them with promotional material such as rulers that have specific educational messages. Education sessions will take place in the form of power point presentations and question and answer sessions. These discussions will form part of the Life Orientation subject at the schools.

### *Community police forums and neighbourhood watches*

Meetings will be held with community police forums and neighbourhood watches where a power point presentation will be presented focusing on the role of the community police forum during the application process, compliance with liquor regulation and the Alcohol Harms Reduction Game Changer. It is envisaged that these sessions will be interactive sessions where participation will be encouraged with the purpose of facilitating solutions to identified challenges in the identified areas. Members of the Authority's enforcement component will form part of these sessions to address complaints procedure, evidence and the reporting of these complaints.

### *Radio interviews and newspaper articles*

The Authority will embark on media campaigns which include talks on local radio stations and articles in local newspapers which will address the Alcohol Harms Reduction Game Changer, the role of the WCLA and will also highlight the complaints process, the role of the public during the application and enforcement processes.

The outcome of this initiative will be a greater awareness regarding alcohol harms and a bigger involvement by communities in addressing these harms.

## Compliance and Enforcement

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

- conducting pre-licensing inspections,
- routine compliance inspections,
- the investigation of complaints against non-compliant liquor licensed premises,
- notifying non-compliant licensees to appear before inspectors,
- the issuing of compliance notices,
- integrated enforcement operations, and
- the prosecution of non-compliant license holders before the Tribunal.



They are also responsible for the issuing of notices to unlicensed outlets, informing the owners of such premises that the relevant activities are illegal and what process they can follow to apply for a license.

The inspectors of the WCLA received training in terms of the National Liquor Act and were recently appointed as national liquor inspectors as well. This will enable them to also focus on the distributors who are merely registered in terms of the National Liquor Act and who might be involved in the distribution of liquor to illegal outlets.

Since the parent department of the WCLA has changed from the Department of Economic Development and Tourism to the Department of Community Safety, more focus is placed on addressing the harms caused by irresponsible traders and ensuring that they suffer the consequences of their unlawful activities. The aim of the component is therefore not to reach as many license holders as possible during routine inspections any more, but rather to focus on the problematic licensed outlets and bring such licensees before the LLT in order to have proper sanctions imposed.

As a result the performance indicators had to be adjusted in order to ensure that more non-compliance matters are referred to the LLT. Inspectors were therefore expected to conduct more focussed investigations in order to increase the number of non-compliance matters referred to the LLT.

To monitor certain types of enforcement interventions conducted. The enforcement interventions include:

- Inspections conducted
- Enforcement operations conducted

For purposes of ensuring the safety of inspectors, enforcement operations are still included as a performance indicator as they are in many cases dependant on the protection provided by other law enforcement agencies. The assistance of the SAPS and Law Enforcement will however only be required as the need arises and based on the safety risks in certain areas. It was also decided that the target be increased from 25 to 50 as such operations might increase especially in the identified Alcohol Harms Reduction Game Changer areas.

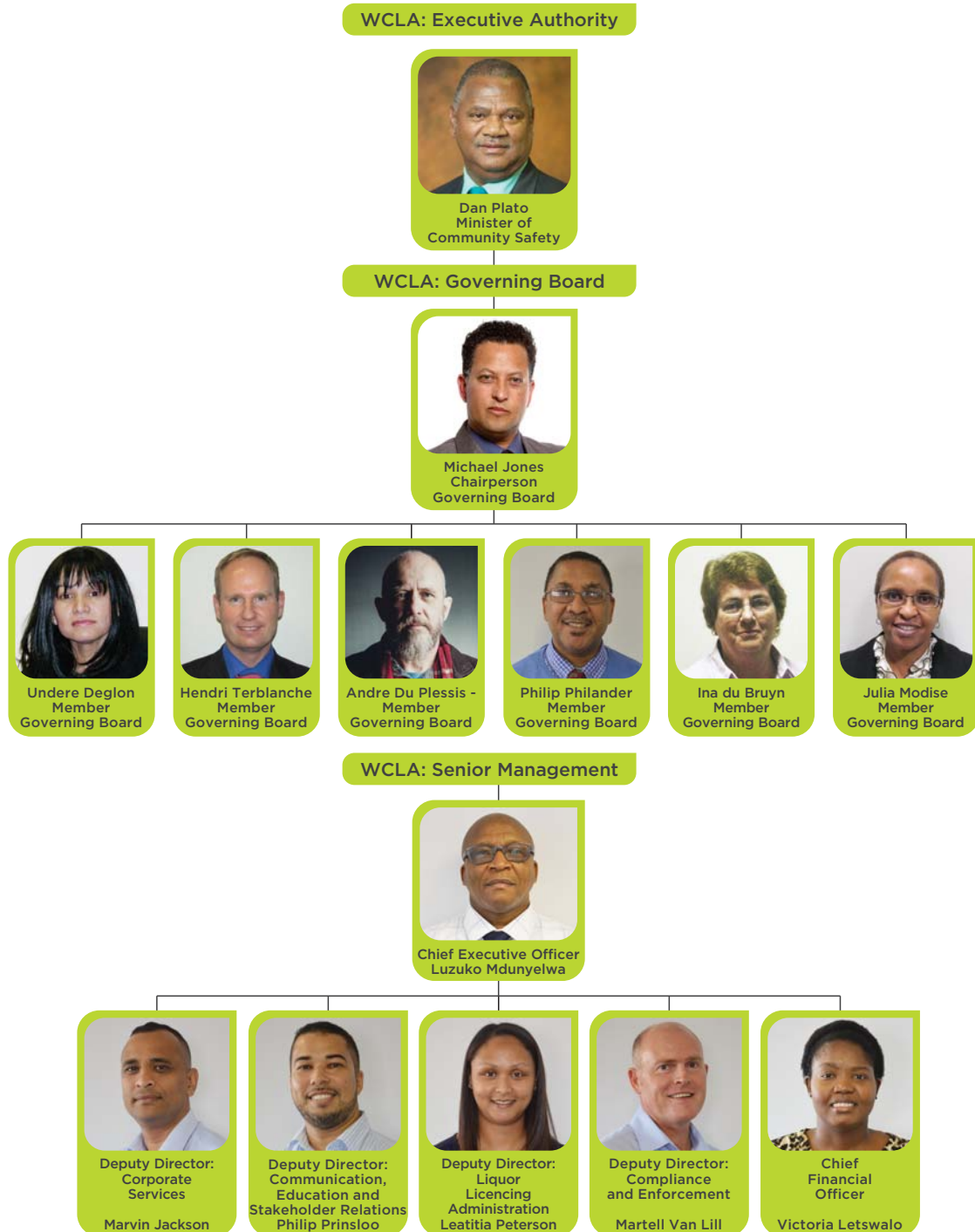
Although the Western Cape currently has more than 8500 licensed premises, the aim should not be to reach as many outlets as possible during routine inspections. Chasing such a target will lead to an increase in quantity rather than quality performances. Regular and proper monitoring of premises is required in order to obtain evidence relating to specific contraventions. Certain types of offenses in terms of the Western Cape Liquor Act are more difficult to prove and therefore inspectors are required to spend more time on the investigation of such matters.

## **Finance**

The intention of the Authority is to support the initiatives as identified in terms of the alcohol harms reduction game changer. However, the Authority is still facing significant challenges in terms of their budgetary constraints in implementing these initiatives. The reprioritization of the limited funds will be the focus of this component in order to ensure the success of the mentioned initiatives such as providing funds to address capacity constraints within the Tribunal. Furthermore the component will draft proposals to request additional funds to ensure the sustainability of the tested initiatives.

As part of the White Paper policy one of the proposals is to introduce a fee structure based on actual processing costs and renewal fees based on volume category to provide additional resources to address alcohol related harms proportionally. This will distribute the financial responsibility proportionally among liquor outlets based on the volume of alcohol introduced by the licence holder into society. It will furthermore aim to alleviate some of the cost burden to society by providing additional resources such as employing and training more liquor enforcement officials. This is commonly referred to as a sliding scale.

## 5.2 Organisational Environment



The Governing Board comprises of seven voting members who are appointed for a maximum term of three years as non-executives.

### Composition of Board

The Board consists of seven members who have appropriate knowledge of or experience in systems and processes for ensuring proper accountability, probity and openness in the conduct

of the business of an organisation and one member who has appropriate knowledge of or experience in dealing with the combating of the negative social consequences of the abuse of liquor. Members are appointed on a part-time basis by the Minister in accordance with the prescribed procedure, after considering the recommendations of the Standing Committee.

**Table 1 - Employment and vacancies by Component, 31 Dec 2017 (Full Time positions only)**

Programme / Component	Number of posts	Number of posts filled	Vacancy Rate
Liquor Licencing Administration	14	14	0
Liquor Licencing Tribunal (consultants)	4	4	0
Communication, Education and Stakeholder Relations	5	5	0
Compliance and Enforcement	14	13	1
Finance	9	9	0
Corporate Services	11	10	1
<b>Total</b>	<b>57</b>	<b>55</b>	<b>2</b>

*\* In terms of the table above the Compliance and Enforcement component was provided with 3 Inspector positions funded by the Department of Community Safety. These positions are additional to its establishment and will be funded for a period of two years.*

Changes in the institutional arrangements as provided for in the White Paper will be addressed in the amended legislation.

**Table 2 - Employment and vacancies by salary bands, 31 Dec 2017**

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Fixed term contract (24 month contract)	3	2	1	3
Consultants (Liquor Licencing Tribunal)	4	4	0	0
Lower Skilled (Levels 1-2)	0	0	0	0
Skilled (Levels 3-5)	4	4	0	0
Highly skilled production (Levels 6-8)	26	25	1	0
Highly skilled supervision (Levels 9-12)	19	19	0	0
Senior management (Levels 13-16) (36 month contract)	1	1	0	0
<b>Total</b>	<b>57</b>	<b>55</b>	<b>2</b>	<b>3</b>

## Overview of 2017/18 budget and MTEF estimates

### Western Cape Liquor Authority Summary of financial position

R thousand	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
	Audited outcome		Actual outcome	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term receipts estimate		
<b>Revenue</b>									
<b>Tax revenue</b>	-	-	-	-	-	-	-	-	-
<b>Non-tax revenue</b>	<b>41 601</b>	<b>42 837</b>	<b>39 229</b>	<b>42 518</b>	<b>48 011</b>	<b>48 011</b>	<b>46 144</b>	<b>48 669</b>	<b>51 409</b>
Sale of goods and services other than capital assets	1 295	1 224	1 352	2 804	2 356	2 356	3 222	3 409	3 596
Entity revenue other than sales	2 025	1 700	1 820	2 051	3 133	3 133	3 040	3 152	3 389
Transfers received	38 241	38 733	36 016	37 663	38 353	38 353	39 882	42 108	44 424
Sale of capital assets	-	-	-	-	-	-	-	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	-	-	-	-
Other non-tax revenue	<b>40</b>	<b>1 180</b>	<b>41</b>	-	<b>4 169</b>	<b>4 169</b>	-	-	-
<b>Total revenue before deposits into the PRF</b>	<b>41 601</b>	<b>42 837</b>	<b>39 229</b>	<b>42 518</b>	<b>48 011</b>	<b>48 011</b>	<b>46 144</b>	<b>48 669</b>	<b>51 409</b>
<b>Less deposits into the Provincial Revenue Fund</b>	-	-	-	-	-	-	-	-	-
<b>Total revenue</b>	<b>41 601</b>	<b>42 837</b>	<b>39 229</b>	<b>42 518</b>	<b>48 011</b>	<b>48 011</b>	<b>46 144</b>	<b>48 669</b>	<b>51 409</b>
<b>Expenses</b>									
<b>Current expense</b>	<b>29 719</b>	<b>33 596</b>	<b>37 426</b>	<b>40 772</b>	<b>42 697</b>	<b>42 697</b>	<b>44 603</b>	<b>46 922</b>	<b>49 761</b>
Compensation of employees	16 152	17 513	21 236	26 018	25 312	25 312	27 160	29 257	31 540
Goods and services	13 567	16 083	16 190	14 754	17 385	17 385	17 443	17 665	18 221
Interest on rent and land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies</b>	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>11 963</b>	-	<b>2 741</b>	<b>1 746</b>	<b>5 314</b>	<b>5 314</b>	<b>1 541</b>	<b>1 747</b>	<b>1 648</b>
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>41 682</b>	<b>33 596</b>	<b>40 167</b>	<b>42 518</b>	<b>48 011</b>	<b>48 011</b>	<b>46 144</b>	<b>48 669</b>	<b>51 409</b>
<b>Surplus/(Deficit)</b>	<b>(81)</b>	<b>9 241</b>	<b>(938)</b>	-	-	-	-	-	-

### 5.3 Description of the strategic planning process

Senior Management developed the 2018/2019 Annual Performance Plan (APP) by:

- Revisiting the Strategic Goals set in the Strategic Plan.
- The framework that was used to assess the situational analysis was the PESTLE analysis methodology.
- Analysing the Authority's external environment – performance environment.
- Analysing the Authority's internal strengths and weaknesses in terms of its resources and capabilities - organisational environment.
- Analysing the Authority's strategic options by matching its resources and capabilities with the performance environment.
- Developing annual objectives and short term strategies to achieve the goals.
- Identifying the 2018/2019 activities required to achieve the objectives.
- Identifying and evaluating the risks which could prevent the implementation of the activities and consequently the achievement of its objectives and goals.
- Allocating financial resources to mitigate the risks and for the performance of the activities by developing a budget.
- Presenting the developed APP to the Governing Board and DOCS for review and approval.

## 6. Strategic outcome oriented goals of the WCLA

<b>Strategic Outcome Oriented Goal 1</b>	Optimal regulation of the retail sale and micro-manufacturing of liquor in the Western Cape.
<b>Goal statement 1</b>	Promotion of an enabling environment that allows for the controlled admission into the regulated liquor trading space, meanwhile ensuring that all liquor traders stringently comply with the Western Cape Liquor Act 4 of 2008 as amended.

<b>Strategic Outcome Oriented Goal 2</b>	Facilitating and participating in interventions that support a reduction in the social ills attributable to the consumption of liquor in the Western Cape.
<b>Goal statement 2</b>	Facilitating and participating in interventions that support a reduction in the social ills attributable to the consumption of liquor in the Western Cape.

## PART B: Strategic objectives

b

### 7. Component 1: Liquor Licencing Administration

#### Component purpose

The purpose of the Liquor Licencing Administration component is to administer all liquor licence applications in the Western Cape for consideration by the Liquor Licencing Tribunal.

#### Component description

To provide an administrative support function to the Liquor Licencing Tribunal and to accept and process all liquor licence applications for consideration by the LLT.

#### 7.1 Strategic Objectives

<b>Strategic Objective 1.1</b>	To administer all liquor licence applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
<b>Objective statement</b>	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, minor, special event and temporary liquor license applications and the issuing of liquor licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses). (Processing an estimated 10 000 liquor license applications.)*
<b>Baseline</b>	Number of applications lodged with the WCLA.

\* These applications refer to new applications that will be processed over the 5 year strategic plan period.

#### 7.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Target	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
1.1 Number of applications processed*	N/A	New	2 968	3 645	2 500	2 700	2 900	3 100

\* Processed applications refers to applications that have all the required documentation attached to it and are ready to be considered by the LLT.

#### 7.3 Annual Targets for 2018/19

Component performance indicator		Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sector specific indicators								
1.1.1	Number of applications received	3 621	3 950	4 653	4 200	4 350	4 500	4 650
1.1.2	Number of licences issued	1 807	1 691	1 906	1 600	1 750	1 900	2 050
Provincial specific indicators								
1.1.3	Percentage of all section 36 applications processed within 130 days	New	New	New	New	80%	90%	90%
1.1.4	Number of reports on licences issued in the identified Alcohol Harms Reduction Game Changer areas	New	New	New	New	4	N/A	N/A

\* In reference to indicator 1.1.4 this is a pilot project and will not continue in the outer years.

#### 7.4 Quarterly Targets for 2018/19

Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Sector specific indicators								
1.1.1	Number of applications received*	3	Quarterly	4 350	1 087	1 088	1 087	1 088
1.1.2	Number of licences issued**	3	Quarterly	1 750	437	438	437	438
Provincial specific indicators								
1.1.3	Percentage of all section 36 applications processed within 130 days***	3	Quarterly	80%	80%	80%	90%	90%
1.1.4	Number of reports on licences issued in the identified Alcohol Harms Reduction Game Changer areas	3	Quarterly	4	1	1	1	1

\* Applications received refers to all types of applications received by the Authority.

\*\* Licences issued refers to all types of license applications considered and approved by the LLT.

\*\*\* The numerator is equal to the number of applications processed within 130 days within the financial year.

\*\*\* The denominator is equal to all applications processed in the financial year.

#### 7.5 Risk Management:

Risks inherent to the Liquor Licencing Administration that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Not all applications processed within set timeframes.	Checklists and standard operating procedures put in place which outlines application requirements and processes.
Fraudulent licences and certificates in the industry.	Enhancement of licensing systems to provide for segregation of duties, security features and a clear audit trail. Certificates and licences are only generated on the LMATS system which contains a barcode with meta data and licences are printed on watermark security paper and endorsed by a security stamp.

#### 7.6 Reconciling performance targets with the Budget and MTEF

##### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Liquor Licencing Administration	7 294	7 434	8 070	9 317	9 838	10 573	11 267
<b>Total</b>	<b>7 294</b>	<b>7 434</b>	<b>8 070</b>	<b>9 317</b>	<b>9 838</b>	<b>10 573</b>	<b>11 267</b>

### Economic Classifications

Current payments							
Compensation of employees	4 912	4 888	5 571	6 677	7 268	7 808	8 454
Goods and services	2 382	2 546	2 499	2 416	2 570	2 701	2 813
Payments for capital assets	-	-	-	223	-	-	-
<b>Total</b>	<b>7 294</b>	<b>7 434</b>	<b>8 070</b>	<b>9 317</b>	<b>9 838</b>	<b>10 573</b>	<b>11 267</b>

### 7.7 Performance and expenditure trends

- The Liquor Licensing Administration component consists of a staff complement of 14 approved employees.
- It is critical that the staff fully understand the latest developments in the liquor regulation environment as well as the alcohol harms reduction strategy in order to understand their role within the organization. Internal training for staff on the various changes in the liquor regulatory environment is conducted for this purpose, since similar external training is hard to come by. The WCLA however constantly seeks to source suitable training for staff which will enhance their skills and broaden their knowledge base.
- The Liquor Licensing Administration will continually seek to improve on its mandate.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.



## 8. Component 2: Liquor Licencing Tribunal

### Component Purpose

This component is tasked with the responsibility of adjudicating liquor licence applications.

### Component Description

The Liquor Licencing Tribunal has been established to consider and make a final decision regarding:

- Any application for a license referred to in Section 33 of the Act;
- Any application for the transfer of a license in terms of Section 65 of the Act;
- Any application for the removal of a licence in terms of Section 66 of the Act;
- Any application for the alteration, extension or change in nature of a licence in terms of Section 53 of the Act;
- Any secondary application in terms of various section in the Act;
- Representations for or against the granting of applications;
- Any report lodged with it by a designated liquor officer, an inspector or a municipal official;
- Any complaint lodged with it regarding the conduct of a licensed business;
- Representations by a licensee or other interested person regarding the rescission of the suspension of a license or the removal or amendment of any condition imposed upon a license; or
- Any other matter referred to it by the Chief Executive Officer or which it may or must consider in terms of this Act.

The strategic objective indicator for this component reflects the core business of the component.

An application is regarded as considered once the Liquor Licencing Tribunal has provided an outcome. This outcome could be in the form of the following:

- Approved
- Conditionally approved
- Rejected

The applications referred to include:

- Section 36 applications;
- Secondary applications;
- Temporary licence applications; and
- Event applications
- Section 20 applications; and
- Section 71 applications

Liquor license applications considered could include applications received from prior reporting periods as well as applications received within the financial year under review.

### 8.1 Strategic Objectives

<b>Strategic Objective 2.1</b>	To perform the judicial function regarding any application in terms of the Act.
<b>Objective statement</b>	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended) (Consider an estimated 12 000 liquor license applications.)*
<b>Baseline</b>	Number of applications prepared by the LLA & considered by the LLT

\* These applications refer to all applications that will be considered over the 5 year strategic plan period.

## 8.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Targets	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
2.1 Number of applications considered	N/A	New	New	New	4 975	5 600	5 975	6 325

## 8.3 Annual Targets for 2018/19

Component performance indicator		Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Provincial specific indicators								
2.1.1	Percentage of all section 36 applications considered within 50 days**	New	New	New	New	65%	75%	85%
2.1.2	Percentage of all section 65(1) applications considered within 30 days**	New	New	New	New	65%	75%	85%
2.1.3	Percentage of all section 66 applications considered within 30 days**	New	New	New	New	65%	75%	85%
2.1.4	Number of reports relating to non-compliant matters considered by the LLT	New	New	New	New	4	4	4
2.1.5	Number of reports on section 36 applications considered from the identified Alcohol Harms Reduction Game Changer areas	New	New	New	New	4	N/A***	N/A***

\*\* The numerator is equal to the number of applications considered within 30 days within the financial year.

\*\* The denominator is equal to all applications considered in the financial year.

\*\*\* In reference to indicator 2.1.5 this is a pilot project and will not continue in the outer years

With regard to indicators 2.1.1, 2.1.2 and 2.1.3 the targets for these indicators were set relatively low as these are new indicators. The Authority is in the process of addressing capacity constraints within the LLT. These targets will be revised and amended in the 2019/20 financial year.

#### 8.4 Quarterly Targets for 2018/19

Programme / Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Provincial specific indicators								
2.1.1	Percentage of all section 36 applications considered within 50 days	3	Quarterly	65%	65%	65%	65%	65%
2.1.2	Percentage of all section 65(1) applications considered within 30 days	3	Quarterly	65%	65%	65%	65%	65%
2.1.3	Percentage of all section 66 applications considered within 30 days	3	Quarterly	65%	65%	65%	65%	65%
2.1.4	Number of reports relating to non-compliant matters considered by the LLT	3	Quarterly	4	1	1	1	1
2.1.5	Number of reports on section 36 applications considered from the identified Alcohol Harms Reduction Game Changer areas	3	Quarterly	4	1	1	1	1

#### 8.5 Risk Management:

Risks inherent to the Liquor Licencing Tribunal that could have an effect on the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Not all applications considered by the LLT in a timely manner.	Legislative amendments to the Act provided for additional positions on the LLT.
LLT does not consider all pertinent information while making decisions.	An internal control sheet was created for the LLT to ensure that all required information is considered. The Tribunal consists of 4 members, each of whom studies the application before deliberations take place and a decision is made.

#### 8.6 Reconciling performance targets with the Budget and MTEF

##### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Liquor Licencing Tribunal	2 030	2 340	2 694	4 078	3 376	2 874	3 032
<b>Total</b>	<b>2 030</b>	<b>2 340</b>	<b>2 694</b>	<b>4 078</b>	<b>3 376</b>	<b>2 874</b>	<b>3 032</b>

### Economic Classifications

Current payments							
Compensation of employees	1 960	2 233	2 413	3 692	3 224	2 724	2 874
Goods and services	70	107	281	168	152	150	158
Payments for capital assets	-	-	-	218	-	-	-
<b>Total</b>	<b>2 030</b>	<b>2 340</b>	<b>2 694</b>	<b>4 078</b>	<b>3 376</b>	<b>2 874</b>	<b>3 032</b>

### 8.7 Performance and expenditure trends

- In terms of the Act the Liquor Licensing Tribunal consists of 9 members, including the positions of the Presiding Officer and Deputy Presiding Officer and substitute members.
- The Liquor Licensing Tribunal will continually seek to improve on its mandate.

## 9. Component 3: Communication, Education and Stakeholder Relations

### Component purpose

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

### Component description

The Communication, Education and Stakeholder Relations component will inform the industry and stakeholders by active, efficient and effective communication. Actions will include, but are not limited to, an up to date website, workshops with industry specific stakeholders, information sessions with stakeholders, on-going interactive electronic communication with the major players in the industry and other specific interventions.

Although the strategic objective captured the mandate of this component the decision to separate the objectives was made to provide for the specific reporting on the Social and Education Fund and the communication and stakeholder relations function.

### 9.1 Strategic Objectives

<b>Strategic Objective 3.1</b>	To ensure a consistent application of the Social and Education Fund strategy as required by Section 31 of the Act*.
<b>Objective statement</b>	To create awareness on the negative social consequences of liquor abuse, to educate persons engaged in the sale and supply of liquor and to educate the general public on responsible consumption of liquor. (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.)**
<b>Baseline</b>	Annually updated Social and Education Fund strategy reflecting the different initiatives.

\* In terms of section 31 of the Western Cape Liquor Act. The Authority must establish a fund for the purpose of—  
a) Combating the negative social consequences of the abuse of liquor;  
b) Educating persons engaged in the sale and supply of liquor; and  
c) Educating the general public in the responsible sale, supply and consumption of liquor.

\*\* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

<b>Strategic Objective 3.2</b>	To increase awareness of the WCLA services through communication activities and education and awareness sessions which are aligned to the WCLA communication plan.
<b>Objective statement</b>	To ensure a consistent application of the communication plan and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor industry and the residents of the Western Cape. (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.)*
<b>Baseline</b>	Annually updated communication plan reflecting the different communication activities planned.

\* These interventions refer to interventions that will be carried out over the 5 year strategic plan period.

## 9.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Targets	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
3.1 Percentage of the social and education fund budget spent or contractually committed annually**	N/A	98.65% (R531 721)*	99.89% (R749 859)*	93.68% (R702 762)*	98%	98%	98%	98%
3.2 Communication plan developed	N/A	New	New	New	0	1	1	1

\* The rand value shown indicates the actual amount spent at a particular year end.

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

\*\* The numerator is equal to the actual budgeted line item spent or contractually committed at year end.

## 9.3 Annual Targets for 2018/19

Component performance indicator		Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sector specific indicators								
3.1.1	Number of awareness interventions conducted	127	169	243	185	210	215	220
3.1.2	Number of persons reached through an awareness intervention	6 042	6 859	12 041	6 550	7 000	7 100	7 200
3.1.3	Number of social responsibility programmes conducted	2	1	1	1	1	1	1
Provincial specific indicators								
3.1.4	Entity website events calendar maintained	New	New	New	1	1	1	1
3.1.5	Number of internal newsletters published	New	New	New	4	12	12	12
3.1.6	Number of circulars issued to external stakeholders	New	New	New	12	12	12	12
3.1.7	Number of updates to the website	New	New	New	12	24	24	24
3.1.8	Number of reports on the activities and programs conducted in the identified Alcohol Harms Reduction Game Changer areas	New	New	New	New	4	4	N/A

#### 9.4 Quarterly Targets for 2018/19

Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Sector specific indicators								
3.1.1	Number of awareness interventions conducted	3	Quarterly	210	60	60	45	45
3.1.2	Number of persons reached through an awareness intervention	3	Quarterly	7 000	850	850	500	4 800
3.1.3	Number of social responsibility programmes conducted	3	Annually	1	0	0	0	1
Provincial specific indicators								
3.1.4	Entity website events calendar maintained	3	Annually	1	1	0	0	0
3.1.5	Number of internal newsletters published	3	Quarterly	12	3	3	3	3
3.1.6	Number of circulars issued to external stakeholders	3	Quarterly	12	3	3	3	3
3.1.7	Number of updates to the website	3	Quarterly	24	6	6	6	6
3.1.8	Number of reports on the activities and programs conducted in the identified Alcohol Harms Reduction Game Changer areas	3	Quarterly	4	1	1	1	1

#### 9.5 Risk Management:

Risks inherent to Communication, Education and Stakeholder Relations that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Inadequate coordination of internal and external communication activities.	Implement the communication plan and capture internal programmes and external interventions into an events calendar.
Untimely response to media queries result in a negative publicity for the WCLA.	All media queries are routed to the responsible head of communication to deal with. All major media houses also have his direct contact details including cellphone number, email address and office number. Alternative contact details of the ASD are also provided to journalists to assist in the absence of the DD.
Non co-operation of stakeholders (licensees, objectors, industry) due to wrong perception of the value added by the services rendered by the WCLA.	Targeted communication and marketing initiatives to stakeholders. Work with other relevant organisations, especially when engaging with communities e.g. Community Development Workers (CDW's), neighbourhood watches. Develop a stakeholder inclusive approach for interventions.
The under achievement of planned targets	The prioritisation of limited resources.

Risks	This risk is mitigated by:
Lack of communication due to insufficient human resource capacity to deliver on service demands.	Compiling of an events calendar and communication plan in order to anticipate demands on service.
The reputation of the WCLA can be at risk if incorrect information is released.	Media engagements are funnelled through one central point to ensure consistency and quality control of responses.

## 9.6 Reconciling performance targets with the Budget and MTEF

### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Communication, Education and Stakeholder Relations	3 456	3 387	3 570	3 432	3 128	3 340	3 441
<b>Total</b>	<b>3 456</b>	<b>3 387</b>	<b>3 570</b>	<b>3 432</b>	<b>3 128</b>	<b>3 340</b>	<b>3 441</b>

### Economic Classifications

Current payments							
Compensation of employees	1 380	1 848	2 071	2 586	2 293	2 480	2 670
Goods and services	2 076	1 539	1 499	758	819	860	771
<b>Payments for capital assets of which:</b>							
Intangible assets	-	-	-	88	16	-	-
<b>Total</b>	<b>3 456</b>	<b>3 387</b>	<b>3 570</b>	<b>3 432</b>	<b>3 128</b>	<b>3 340</b>	<b>3 441</b>

## 9.7 Performance and expenditure trends

- The Communication, Education and Stakeholder Relations component has an approved complement of 5 employees.
- This component will inform the industry and stakeholders through communication and interventions as far as resources allow. Actions will include an up to date website, information sessions and outreach programmes with stakeholders, on-going electronic communication with the major players in the industry and targeted specific interventions.
- In order to ensure that the Authority stays abreast of all licencing related trends/expectations/best practices, the component has made provision for the attendance of industry related Conferences and/or Seminars Nationally. An allocation for liaison meetings with stakeholders and industry role-players has also been made in the budget.
- The Communication, Education and Stakeholder Relations component will continually seek to improve on its mandate.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.



## 10. Component 4: Compliance and Enforcement

### Component purpose

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

### Component description

The Compliance and Enforcement component will monitor and enforce compliance with the provisions of the Act and other applicable legislation by conducting pre-licensing inspections, routine compliance inspections, the investigation of complaints against non-compliant liquor licensed premises, appearance of non-compliant licensees before inspectors, the issuing of compliance notices, the issuing of written notices to appear in court (admission of guilt fines), integrated enforcement operations, and the prosecution of non-compliant license holders before the Tribunal and the referral of criminal matters to the criminal justice system.

### 10.1 Strategic Objectives

<b>Strategic Objective 4.1</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
<b>Objective statement</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions. (Ensuring that approximately 30 000 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders.)
<b>Baseline</b>	In excess of 8000 liquor license holders in the Western Cape.

### 10.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Targets	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
4.1 Number of enforcement interventions conducted	N/A	New	New	New	2 575	3 050	3 305	3 560

### 10.3 Annual Targets for 2018/19

Component performance indicator		Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Sector specific indicators								
4.1.1	Number of inspections conducted	4 163	4 330	4 421	2 550	3 000	3 250	3 500
Provincial specific indicators								
4.1.2	Report on the number of compliance notices issued	New	New	New	New	4	4	4

Component performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets			
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Provincial specific indicators								
4.1.3	Number of enforcement operations conducted	New	New	69	25	50	55	60
4.1.4	Report on the number of non-compliance matters referred to the LLT	New	New	New	New	4	4	4
4.1.5	Report on the number of administrative notices served	New	New	New	New	4	4	4

#### 10.4 Quarterly Targets for 2018/19

Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Sector specific indicators								
4.1.1	Number of inspections conducted	3	Quarterly	3 000	700	800	800	700
Provincial specific indicators								
4.1.2	Report on the number of compliance notices issued	3	Quarterly	4	1	1	1	1
4.1.3	Number of enforcement operations conducted	3	Quarterly	50	10	15	15	10
4.1.4	Report on the number of non-compliance matters referred to the LLT	3	Quarterly	4	1	1	1	1
4.1.5	Report on the number of administrative notices served	3	Quarterly	4	1	1	1	1

#### 10.5 Risk Management:

Risks inherent to Compliance and Enforcement that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Safety of inspectors.	Inspectors have been issued with protective equipment which mitigates the risk to an extent, but inspectors are still exposed to considerable danger in the execution of their duties. Integrated operations are conducted with law enforcement partners.

Risks	This risk is mitigated by:
The implementation of administrative notices to unlicensed traders might be a challenge as the Act does not clearly stipulate such powers.	Inspectors will therefore rely on SAPS to assist in the issuing of notices and in cases where resistance is experienced search warrants might be obtained.
Certain licensed outlets are difficult to reach for purposes of inspection which might lead to non-compliance in areas situated in areas outside the metro.	The proposal of the establishment of district offices in the Southern Cape and the West Coast.
Overlap of roles and responsibility of the SAPS and inspectors in enforcing the provisions of the Act.	Regular engagements with SAPS to clarify roles and responsibilities in respect of the enforcing of the Act.
Confusion of roles and responsibilities in enforcing Municipal by-laws at liquor outlets.	Regular engagement with municipalities on their roles and responsibilities in respect of enforcing Municipal by-laws at liquor outlets.

## 10.6 Reconciling performance targets with the Budget and MTEF

### Expenditure Estimates

Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Compliance and Enforcement	4 503	4 879	5 248	7 276	8 153	8 735	9 338
<b>Total</b>	<b>4 503</b>	<b>4 879</b>	<b>5 248</b>	<b>7 276</b>	<b>8 153</b>	<b>8 735</b>	<b>9 338</b>

### Economic Classifications

Current payments							
Compensation of employees	3 314	3 914	5 103	6 529	7 612	8 169	8 804
Goods and services	1 189	965	145	262	291	301	270
Payments for capital assets	-	-	-	-	-	-	-
<b>Total</b>	<b>4 503</b>	<b>4 879</b>	<b>5 248</b>	<b>7 276</b>	<b>8 153</b>	<b>8 735</b>	<b>9 338</b>

## 10.7 Performance and expenditure trends

- The Compliance and Enforcement has an approved complement of 14 employees.
- On-going training and development which comprises both formal sessions as well as attendance at conferences, workshops and national forums, to equip the staff with the relevant competencies to be able to implement new provisions of the Act will continue.
- The identified initiatives of this component are directly linked to the availability of sufficient budget.

## 11. Component 5: Finance

### Component purpose

Provide and ensure quality financial and other operational support services to the Authority.

### Component description

The Finance component provides strategic financial support to all components of the WCLA to ensure that the Authority achieves its objectives. This component strives to ensure compliance with all relevant rules and legislations that govern public sector financial management.

### 11.1 Strategic Objectives

<b>Strategic Objective 5.1</b>	To provide an effective, efficient, compliant and transparent financial management service to the Authority.
<b>Objective statement</b>	Deliver a fully effective supply chain management, fleet and asset management, financial and management accounting; and financial compliance service to the Authority to achieve good governance and clear and transparent reporting.
<b>Baseline</b>	Unqualified audit.

### 11.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Targets	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
5.1 Percentage of approved budget spent or contractually committed*	N/A	New	94.58%	97.37%	98%	98%	98%	98%

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

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

## 11.3 Annual Targets for 2018/19

Component performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets			
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Provincial specific indicators								
5.1.1	Audit Outcome issued by the AGSA for the previous financial year	New	New	New	New	Un-qualified Audit Opinion	Un-qualified Audit Opinion	Un-qualified Audit Opinion
5.1.2	Number of asset counts conducted	New	New	New	2	2	2	2
5.1.3	Numbers of annual financial statements submitted	New	New	New	1	1	1	1
5.1.4	Number of In-year-monitoring reports submitted to Provincial Treasury	New	New	New	4	4	4	4
5.1.5	Number of updates on the risk register	New	New	New	4	4	4	4
5.1.6	Number of quarterly progress reports submitted to DOCS in terms of the transfer payment agreement	New	New	New	New	4	4	4

## 11.4 Quarterly Targets for 2018/19

Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Provincial specific indicators								
5.1.1	Audit Outcome issued by the AGSA for the previous financial year	3	Annually	1	0	Un-qualified Audit Opinion	0	0
5.1.2	Number of asset counts conducted	3	Bi-Annually	2	0	1	0	1
5.1.3	Numbers of annual financial statements submitted	3	Annually	1	1	0	0	0
5.1.4	Number of In-year-monitoring reports submitted to Provincial Treasury	3	Quarterly	4	1	1	1	1
5.1.5	Number of updates on the risk register	3	Quarterly	4	1	1	1	1
5.1.6	Number of quarterly progress reports submitted to DOCS in terms of the transfer payment agreement	3	Quarterly	4	1	1	1	1

## 11.5 Risk Management:

Risks inherent to the Finance Component that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
Non-achievement of an unqualified report in terms of financial statements submitted by the Authority tabled by the due date.	Continuous review and updating of standard operating procedures associated with good practice guidelines and assistance with the preparation of comprehensive audit files, well in advance of the year-end.  Internal Audit function to assist the authority become audit ready.
Lack of capacity to implement accounting reforms (GRAP Standards).	To continuously obtain clarification of the practical implication of current and new accounting standards. Continuous attendance of workshops and training seminars.
A budget that is unsustainable, operationally insufficient.	Structured assessments of the budget and in-year financial performance monitoring against a range of financial management and budget performance criteria, including appropriate feedback to the Governing Board and Provincial Treasury. Revenue enhancement strategies being investigated.
The non-efficient management of Supply Chain Management function in order to adhere to applicable legislation.	The continuous review and updating of the SCM policies and procedures. In general, external factors will also have to be guided by both the Provincial and National Treasury to ensure that the SCM unit receives guidance and support. Upgrade of financial systems.
Ever-changing SCM practices and processes	SCM to keep up to date with changes by National and Provincial Treasury. Alignment of internal policies and procedures to the set changes. Internal communication of changes internally to ensure compliance.

## 11.6 Reconciling performance targets with the Budget and MTEF

### Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Finance	-	-	-	12 049	11 708	12 534	13 267
<b>Total</b>	-	-	-	<b>12 049</b>	<b>11 708</b>	<b>12 534</b>	<b>13 267</b>

### Economic Classifications

Current payments							
Compensation of employees	-	-	-	3 836	3 972	4 302	4 642
Goods and services	-	-	-	6 654	6 461	6 879	7 240
<b>Payments for capital assets of which:</b>							
Computer equipment	-	-	-	171	-	24	-
Office and other equipment	-	-	-	1 153	1 276	1 329	1 384
Intangible assets	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	<b>10 129</b>	<b>10 574</b>	<b>11 233</b>	<b>11 862</b>

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### 11.7 Performance and expenditure trends

- Critical to the performance of the Finance component is the requirements in terms of the PFMA, National Treasury and Provincial Treasury regulations.
- More and more emphasis is placed on compliance with these regulations and this in turn adds to the already onerous workload of the limited staff compliment in this component.
- The component's structure should be reviewed and restructured in order to achieve greater efficiency.
- The need for a skilled workforce is identified as a necessity and provision has been made in the budget to accommodate the expense of training and developing staff.
- The budget has been set to fund the activities required to achieve the Component's mandate and successfully perform the activities as set out in the Authority's APP.

## 12. Component 6: Corporate Services

### Component purpose

Provide strategic direction and ensure quality operational support services to the Governing Board and Authority.

### Component description

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

### 12.1 Strategic Objectives

<b>Strategic Objective 6.1</b>	To provide a strategic support function to the Western Cape Liquor Authority.
<b>Objective statement</b>	To ensure an effective, efficient and compliant human resource management, performance monitoring and evaluation, information technology and auxiliary support service to the Authority.
<b>Baseline</b>	All funded positions on the approved organisational structure filled.

### 12.2 Strategic Objective Annual Targets for 2018/19

Strategic objective performance indicator	Strategic Plan Targets	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
6.1*	N/A	-	-	-	-	-	-	-

\* The Corporate Services and Finance Components split with the appointment of the Authority's Chief Financial Officer. The strategic objective of the then Corporate Services component is now fully reported on by the Finance Component. A strategic objective indicator for Corporate Services component will be included as part of the new 5 Year Strategic Plan.

### 12.3 Annual Targets for 2018/19

Component performance indicator		Audited/Actual performance			Estimated performance 2017/18	Medium-term targets		
		2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Provincial specific indicators								
6.1.1	Number of employee performance reviews facilitated	New	New	New	2	2	2	2
6.1.2	Number of employee wellness programmes conducted	New	New	New	4	2	2	2
6.1.3	Number of staff satisfaction surveys conducted	New	New	New	2	2	2	2
6.1.4	Number of quarterly performance reports submitted	New	New	New	4	4	4	4
6.1.5	Number of Annual Performance Plans published	New	New	New	New	1	1	1
6.1.6	Number of Annual Reports published	New	New	New	New	1	1	1



Component performance indicator	Audited/Actual performance			Estimated performance 2017/18	Medium-term targets			
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21	
Provincial specific indicators								
6.1.7	Number of quarterly performance reports submitted to DOCS	New	New	New	New	4	4	4

#### 12.4 Quarterly Targets for 2018/19

Component performance indicator	PSG no. linkage	Reporting period	Annual target 2018/19	Quarterly Targets				
				1st	2nd	3rd	4th	
Provincial specific indicators								
6.1.1	Number of employee performance reviews facilitated	3	Bi-Annually	2	1	-	1	-
6.1.2	Number of employee wellness programmes conducted	3	Bi-Annually	2	-	1	-	1
6.1.3	Number of staff satisfaction surveys conducted	3	Bi-Annually	2	-	1	-	1
6.1.4	Number of quarterly performance reports submitted	3	Quarterly	4	1	1	1	1
6.1.5	Number of Annual Performance Plans published	3	Annually	1	-	-	-	1
6.1.6	Number of Annual Reports published	3	Annually	1	-	1	-	-
6.1.7	Number of quarterly performance reports submitted to DOCS	3	Quarterly	4	1	1	1	1

#### 12.5 Risk Management:

Risks inherent to Corporate Services that could hinder the realisation of the strategic objective inter alia include:

Risks	This risk is mitigated by:
<p>Personnel are not managed to realise their full potential during their employment.</p> <p>This includes non-performers not being appropriately dealt with.</p>	<p>Performance agreements are in place for all staff members to be evaluated at least twice annually.</p> <p>Bursary and training policy in place.</p> <p>Individual Development Plans implemented and discussed with staff members at performance evaluation sessions.</p>
<p>Non-compliance with employment equity targets.</p>	<p>An employment equity plan and an employment equity committee to ensure compliance with the employment equity targets.</p>
<p>Inappropriate service being received from key IT service providers.</p>	<p>Regular monthly meetings with service providers addressing any new needs.</p> <p>Business Agreements and SLA's in place to monitor service provider's performance.</p>

## 12.6 Reconciling performance targets with the Budget and MTEF

### Expenditure Estimates

Programme / Component	Expenditure outcome			Adjusted appropriation 2017/18	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17		2018/19	2019/20	2020/21
Corporate Services	17 910	20 566	23 217	9 338	9 618	10 318	10 858
<b>Total</b>	<b>17 910</b>	<b>20 566</b>	<b>23 217</b>	<b>9 338</b>	<b>9 618</b>	<b>10 318</b>	<b>10 858</b>

### Economic Classifications

Current payments							
Compensation of employees	4 703	6 863	8 581	4 063	4 171	4 526	4 862
Goods and services	3 793	7 066	10 674	3 010	3 243	3 448	3 631
<b>Payments for capital assets of which:</b>							
Computer equipment	1 989	1 023	846	491	-	64	-
Office and other equipment	6 702	3 385	1 493	224	-	-	-
Intangible assets	723	2 229	1 623	2 072	-	-	-
<b>Total</b>	<b>17 910</b>	<b>20 566</b>	<b>23 217</b>	<b>9 338</b>	<b>9 618</b>	<b>10 318</b>	<b>10 858</b>

## 12.7 Performance and expenditure trends

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



## PART C: Links to other plans

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C

### **Links to the long-term infrastructure and other capital plans**

This section is not applicable to the Western Cape Liquor Authority as its functional responsibilities do not relate to capital investment.

### **Conditional grants**

This section is not applicable to the Western Cape Liquor Authority.

### **Public entities**

Not Applicable

### **Public-private partnerships**

The Authority has no private public partnerships.



## PART D: Links to other plans

d

### Annexure D: Changes to the Strategic Plan

#### Component 1: Liquor Licencing Administration

<b>Strategic Objective 1.1 (2017/18)</b>	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
<b>Objective Statement</b>	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, minor, special event and temporary liquor license applications and the issuing of liquor licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses).
<b>Baseline</b>	Number of applications lodged with the WCLA. (Processing an estimated 10 000 liquor license applications.*)

<b>Strategic Objective 1.1 (2018/19)</b>	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008, as amended).
<b>Objective Statement</b>	To administer all liquor license applications in accordance with the provisions of the WCL Act (Act 4 of 2008) by receiving and processing all new, secondary, minor, special event and temporary liquor license applications and the issuing of liquor licenses (straight and conditional, transfer and removal certificates as well as special event and temporary liquor licenses). (Processing an estimated 10 000 liquor license applications.*)
<b>Baseline</b>	Number of applications lodged with the WCLA.

#### Component 2: Liquor Licencing Tribunal

<b>Strategic Objective 2.1 (2017/18)</b>	To perform the judicial function regarding any application in terms of the Act.
<b>Objective Statement</b>	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended.)
<b>Baseline</b>	Number of applications prepared by the LLA & considered by the LLT (Consider an estimated 12 000 liquor license applications.*)

<b>Strategic Objective 2.1 (2018/19)</b>	To perform the judicial function regarding any application in terms of the Act.
<b>Objective Statement</b>	To perform judicial functions regarding any application for liquor licenses as provided for in section 20 of the WCL Act (Act 4 of 2008 as amended.) (Consider an estimated 12 000 liquor license applications.*)
<b>Baseline</b>	Number of applications prepared by the LLA & considered by the LLT.

## Component 3: Communication, Education and Stakeholder Relations

<b>Strategic Objective 3.1 (2017/18)</b>	To ensure a consistent application of the Social and Education Fund strategy as required by Section 31 of the Act.
<b>Objective Statement</b>	To create awareness on the negative social consequences of liquor abuse, to educate persons engaged in the sale and supply of liquor and to educate the general public on responsible consumption of liquor.
<b>Baseline</b>	Annually updated Social and Education Fund strategy reflecting the different initiatives.  (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*)
<b>Strategic Objective 3.1 (2018/19)</b>	To ensure a consistent application of the Social and Education Fund strategy as required by Section 31 of the Act.
<b>Objective Statement</b>	To create awareness on the negative social consequences of liquor abuse, to educate persons engaged in the sale and supply of liquor and to educate the general public on responsible consumption of liquor.  (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*)
<b>Baseline</b>	Annually updated Social and Education Fund strategy reflecting the different initiatives.
<b>Strategic Objective 3.2 (2017/18)</b>	To increase awareness of the WCLA services through communication activities and education and awareness sessions which are aligned to the WCLA communication plan.
<b>Objective Statement</b>	To ensure a consistent application of the communication plan and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor industry and the residents of the Western Cape.
<b>Baseline</b>	Annually updated communication plan reflecting the different communication activities planned.  (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*)
<b>Strategic Objective 3.2 (2018/19)</b>	To increase awareness of the WCLA services through communication activities and education and awareness sessions which are aligned to the WCLA communication plan.
<b>Objective Statement</b>	To ensure a consistent application of the communication plan and corporate brand of the Western Cape Liquor Authority and to co-ordinate education and awareness sessions to the liquor industry and the residents of the Western Cape.  (600 targeted specific interventions to create awareness of the harms related to liquor abuse and educate liquor license holders and reaching 20 000 people through these interventions.*)
<b>Baseline</b>	Annually updated communication plan reflecting the different communication activities planned.

## Component 4: Compliance and Enforcement

<b>Strategic Objective 4.1 (2017/18)</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
<b>Objective Statement</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions.
<b>Baseline</b>	In excess of 8000 liquor license holders in the Western Cape.  (Ensuring that approximately 30 000 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders.)
<b>Strategic Objective 4.1 (2018/19)</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act.
<b>Objective Statement</b>	To monitor and enforce compliance of licensed liquor outlets with the provisions of the Act by conducting inspections, the issuing of compliance notices, enforcement operations, the investigation of complaints against licensed liquor outlets and the prosecution of the breaches of the Act and license conditions.  (Ensuring that approximately 30 000 licensed liquor outlets are inspected and prosecuting approximately 125 non-compliant license holders.)
<b>Baseline</b>	In excess of 8000 liquor license holders in the Western Cape.





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