

## Chapter 46

# Saskatchewan Liquor and Gaming Authority – Encouraging Responsible Use of Beverage Alcohol

### 1.0 MAIN POINTS

This chapter reports our follow-up of one outstanding recommendation from our *2006 Report – Volume 1*, Chapter 7 regarding the Saskatchewan Liquor and Gaming Authority’s (Liquor & Gaming) processes to encourage responsible use of beverage alcohol. At September 30, 2013, Liquor & Gaming had partially implemented the outstanding recommendation. It had developed measures to evaluate its performance in encouraging responsible use of beverage alcohol, but had not yet developed specific targets for all of its measures. Also, Liquor & Gaming had not yet reported actual results for its performance measures to senior management.

### 2.0 INTRODUCTION

Under *The Alcohol and Gaming Regulation Act, 1997 (Act)*, Liquor & Gaming is responsible for the distribution, control, and regulation of liquor in Saskatchewan. The Act also authorizes Liquor & Gaming to develop, promote, or support activities or programs designed to encourage responsible alcohol consumption.

Liquor & Gaming’s mission is “Serving Saskatchewan people with excellence while promoting economic growth through the socially responsible distribution, management, operation and regulation of liquor and gaming products.”<sup>1</sup> Liquor & Gaming aims to achieve a balance between generating revenue, promoting responsible use of alcohol, and providing customers with product selection and value. In 2012-13, Liquor & Gaming generated gross revenue of \$592.3 million from liquor sales.<sup>2</sup>

This chapter contains the results of our follow-up of recommendations originally made in our *2006 Report – Volume 1*, Chapter 7 on Liquor & Gaming’s processes to encourage responsible use of beverage alcohol. In that report, we concluded that Liquor & Gaming had effective processes in place to encourage responsible use of beverage alcohol except it needed to assign responsibility for encouraging responsible use, prepare a complete plan, and continue to develop performance measures and targets to evaluate its performance. We made three recommendations.

By September 2011, Liquor & Gaming had implemented two recommendations (formally assign responsibility for encouraging responsible use of beverage alcohol and prepare a complete social responsibility plan), but had not yet fully implemented our recommendation to research and develop performance measures and targets.<sup>3</sup>

To conduct this review, we followed the standards for assurance engagements published in the *CPA Canada Handbook - Assurance*. To evaluate Liquor & Gaming’s progress towards meeting our recommendations, we used the relevant criteria from the

<sup>1</sup> Saskatchewan Liquor and Gaming Authority. *2012-13 Annual Report*, p. 6.

<sup>2</sup> *Ibid.*, p. 7.

<sup>3</sup> *2011 Report – Volume 2*, Chapter 19A (p. 392-393) and *2009 Report – Volume 1*, Chapter 8 (p. 114-117).



original audit. Liquor & Gaming's management agreed with the criteria in the original audit.

## 3.0 STATUS OF RECOMMENDATION

This section sets out our past recommendation, Liquor & Gaming's actions up to September 30, 2013, and the status of the recommendation including the date on which the Standing Committee on Public Accounts agreed to the recommendation. We found that Liquor & Gaming had not fully implemented our remaining recommendation.

### 3.1 Performance Targets and Complete Reporting on Performance Measures Needed

We recommended that Saskatchewan Liquor and Gaming Authority continue to research and develop performance measures and targets to evaluate its performance in encouraging responsible use of beverage alcohol. (2006 Report – Volume 1; Public Accounts Committee agreement October 31, 2006)

**Status** – Partially Implemented

In 2013, Liquor & Gaming's approved Responsible Use Strategic Plan (RU Plan) set out its objectives for encouraging responsible use of beverage alcohol. These objectives mainly relate to:

- › Increasing public awareness of alcohol abuse services and harm reduction programs
- › Increasing alcohol service providers' and suppliers' knowledge of responsible alcohol service practices
- › Restricting minors and other vulnerable groups' access to beverage alcohol

The RU Plan included performance measures that Liquor & Gaming planned to use to evaluate its progress towards achieving its established objectives. Management has indicated that because Liquor & Gaming finds it challenging to accurately measure the outcome of the social responsibility initiatives aimed at modifying human behaviour due to the nature of these initiatives (e.g., information campaigns, training for beverage alcohol servers), it has selected performance measures that focus on activities and outputs (e.g., amount and location of brochures distributed, number of individuals trained).

While Liquor & Gaming had developed performance measures, it had not yet set specific targets for all of its measures. Without specific targets, it is not clear what Liquor & Gaming planned to achieve and by when.

Management created a template that it plans to use to report to senior management on the established performance measures. However, Liquor & Gaming had not yet reported actual results for each performance measure to senior management.