

LCO Scorecard 2025-26

1. Overview and audience

This document has been created to provide LCO owners, operators, and managers with an overview of the criteria and ratings used by Internal Audit to assess overall LCO compliance.

2. Instructions

LCO owners, operators and managers should review the information contained in the Store Audit Section to familiarize themselves with the audit process.

3. LCO scorecard

3.1 LCO information

Internal Audit will document the following information about the store being audited:

- LCO Store Name
- LCO Number (assigned by Wholesale Services)
- LCO Contact Name
- Current audit date
- Last audit date
- Auditor

3.2 Summary

The tables in [3.2.1 Legend](#), [3.2.2 Overall audit result](#) and [3.2.3 Breakdown of audit result by process](#) reflect the summary information that will be contained in the final audit report. Some fields reflect N/A (i.e., not applicable) as this is a sample based on the blank template, not a completed audit.

3.2.1 Legend

The attributes of the legend for the tables are identified in the table below.

Audit Scores	Colours	Ratings
80% - 100%	Green	Meeting expectations
0% - 79%	Red	Immediate action required
N/A	N/A	Not applicable

3.2.2 Overall audit result

The following table will be completed and reflects the overall results for current and last audit periods. The audit score is a percentage of the overall score of all processes. The colour reflects the rating based on the percentage range rating identified in the [Legend](#).

Period	Audit Score	Colour	Rating
Current Audit	N/A	N/A	N/A
Last Audit	N/A	N/A	N/A 1st audit scorecard

3.2.3 Breakdown of audit result by process

The following table will be completed and reflects the results for each process audited for the current period.

Process	Process Score	Colour	Weighting	Audit Score
A: Social Responsibility	N/A	N/A	27%	N/A
B: Sales	N/A	N/A	20%	N/A
C: Inventory	N/A	N/A	24%	N/A
D:Store Operations, Sales Promotion and Advertising	N/A	N/A	29%	N/A
Summary row	N/A	N/A	100%	N/A

4. LCO Audit Scorecard

4.1 A. Social Responsibility

This section contains the scorecards for:

- Challenge and refusal training
- Other training
- Challenge and refusal data collection
- Store signage

4.1.1 Challenge and refusal training

Number	Management Controls	Findings	Colour	Score	Out of
A1	Staff listing was available, current and agreed with LCBO Convenience Outlet departments records.				30
A2	Staff have completed the Challenge and Refusal training.				10
A3	Employees noted working at the time of the audit are trained in challenge and refusal procedures.				5
A4	Employees under the age of 18 do not handle beverage alcohol product.				5

4.1.2 Other Training

Number	Management Controls	Findings	Colour	Score	Out of
A5	Staff have completed the Creating an Accessible Workplace for Everyone training.				5
A6	Employees working at the time of the audit have completed the Creating an Accessible Workplace for Everyone training.				5

4.1.3 Challenge and refusal data collection

A7	Challenge and Refusal recording devices are located at the cash register area.				20
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4.1.4 Store signage

Number	Management Controls	Findings	Colour	Score	Out of
A8	The Mandatory Pregnancy Warning Sign (Sandy's Law) is displayed in the store (item is represented in French if located in a "designated area" under the French Language Services Act (Ontario)).				10
A9	The Information Board is displayed in the store (item is represented in French if located in a "designated area" under the French Language Services Act (Ontario)).				5
A10	The Responsible Service Program Signage is displayed in the store (item is represented in French if located in a "designated area" under the French Language Services Act (Ontario)).				10
Summary 4.1 A	Social Responsibility	Subtotal	N/A	0	105

4.2 B. Sales

This section contains the scorecards for:

- Hours of operation
- Sales records

4.2.1 Hours of operation

Number	Management Controls	Findings	Colour	Score	Out of
B1	Hours of operation are visibly posted using LCO/LCBO signage and reflect current hours of operation within AGCO permitted hours.				20
B2	The store is open at least 6 days a week, one of which must be Saturday, unless written approval has been granted by the LCO Department Manager and/or the store is seasonal.				5
B3	The store is open at least 8 hours per day unless written approval has been granted by the LCO Department Manager and/or the store is seasonal.				5
B4	Empty bottle deposit returns are accepted during operating hours of the LCO store or posted otherwise.				10
B5	POS registers time stamp is correct.				10
B6	Beverage alcohol is sold within permitted hours as per AGCO requirements.				20

4.2.2 Sales records

Number	Management Controls	Findings	Colour	Score	Out of
B7	Are proceeds from liquor sales recorded separately on financial records?				10
Summary 4.2 B	Sales	Subtotal	N/A	0	80

4.3 C. Inventory

This section contains the scorecards for:

- Pricing and stockouts
- Product recall and returns training

4.3.1 Pricing and stockouts

Number	Management Controls	Findings	Colour	Score	Out of
C1	The store sells beverage alcohol only for the prices determined by the LCBO.				20
C2	The store uses signage/price tags to list beverage alcohol, and they reflect the shelf prices determined by the LCBO.				10
C3	The store maintains a reasonable and representative selection of inventory as evidenced by a low number of stock outs.				10

4.3.2 Product Recall and returns training

Number	Management Controls	Findings	Colour	Score	Out of
C4	Staff have completed Non-Saleable Returns training.				5
C5	Employees working at the time of the audit are trained in non-saleable return procedures.				5
C6	Operator is aware that non-saleable return products should be returned to the LCBO with a completed Customer Complaint form (LCB 2457), and not returned to store shelves.				10
C7	Staff have completed Product Quality Returns training.				5
C8	Employees working at the time of the audit are trained in product quality return procedures.				5
C9	Operator is aware of policy and procedures to deal with customer product quality returns.				10
C10	Staff have completed Product Recall training.				10

Number	Management Controls	Findings	Colour	Score	Out of
C11	Employees working at the time of the audit are trained in product recall procedures.				5
Summary 4.3 C	Inventory	Subtotal	N/A	0	95

4.4 D. Store Operations, sales promotion, and advertising

This section contains the scorecards for:

- Segregation/Cross-Merchandising/Food & Drink/Selling Space
- Bottle deposit return program.
- Other store signage and certificates
- Health and safety

4.4.1 Segregation/Cross-Merchandising/Food & Drink/Selling Space

Number	Management Controls	Findings	Colour	Score	Out of
D1	LCO section (beverage alcohol) is separate from other goods sold.				10
D2	No cross merchandising of socially irresponsible items (no drinking games or energy drinks) are displayed in the LCO section.				10
D3	There is no evidence of non-permitted sales (i.e., licensees, off-premises, gift cards, bad label or broken packs, supplier vouchers).				5
D4	There is no evidence that Food & Drink Magazine is available to customers.				5
D5	LCO/Agency store is not greater than 50% of the total selling area of the operational retail business.				20

4.4.2 Bottle deposit return program

Number	Management Controls	Findings	Colour	Score	Out of
D6	Empty beverage alcohol containers are being redeemed and stored in a segregated and appropriate area of the store.				5
D7	Bottle deposit collections and returns are reflected in the store's financial records.				5

4.4.3 Other store signage and certificates

Number	Management Controls	Findings	Colour	Score	Out of
D8	This store displays the standard external LCBO sign (item is represented in French if located in a “designated area” under the French Language Services Act (Ontario)).				5
D9	There is no supplier merchandise signage displayed (exception Beer Store Partners may display Ontario beer posters).				5
D10	The current LCO Store Certificate is displayed.				10

4.4.4 Health and safety

Number	Management Controls	Findings	Colour	Score	Out of
D11	Block piling in retail areas complies with health and safety standards (six feet maximum height and stable).				10
D12	Block piling in the warehouse areas complies with health and safety standards (six feet maximum height and stable).				5
D13	Aisles in all areas where the customer has access are the minimum width of three feet to allow for safe customer navigation.				10
D14	Aisles in all areas where the customer has access (walk-in coolers included) are free of obstructions (no trip hazards).				10
Summary 4.4 D	Inventory management	Total	N/A	0	115