

Western Cape Gambling and Racing Board



Western Cape Gambling and Racing Board

Annual Performance Plan

2023/2024

**WESTERN CAPE
GAMBLING
AND
RACING BOARD**

**ANNUAL
PERFORMANCE
PLAN**

2023/2024

Executive Authority Statement

The Western Cape Gambling and Racing Board (WCGRB) is responsible for providing a stable, just, consistent, and effective regulatory environment for gambling in the province.

Furthermore, it must inspire public confidence and trust that gambling in the province is conducted honestly and is free from corrupt elements, as well as promote responsible gambling.

In addition, it also ensures that gambling contributes towards the economy of the Western Cape. This is done in two ways – firstly with the industry itself creating opportunities for employment, and secondly through the collection of taxes and levies that contribute to government revenue.

In setting out the WCGRB's Annual Performance Plan for 2023/24, guidance was taken from the Provincial Strategic Plan and the Western Cape Recovery Plan. The Provincial Strategic Plan and the Western Cape Recovery Plan provides the context for the budget policy priorities of Growth for Jobs, Safety, and Wellbeing; supported by the enablers of Innovation, Culture and Governance.

This is all taken into consideration in the development of the WCGRB's vision which, over the next five years, aims to be the leading gambling regulatory authority for innovative, sustainable business practices, that maximises economic opportunities in a socially responsible manner with the purpose of having a properly regulated gambling industry in the Western Cape.

To this end, the Annual Performance Plan will assist in monitoring and evaluating the performance of the Board against set criteria, thereby enhancing corporate governance, effectiveness, efficiency and public accountability.

The WCGRB have my full support as they set about implementing the 2023/24 Annual Performance Plan to ensure the objectives and matching programmes achieve maximum benefit for all who live in the Western Cape.



Ms Mireille Mary Wenger
Minister of Finance and Economic Opportunities

Accounting Authority Statement

It gives me great pleasure to present, on behalf of the Board, the Annual Performance Plan (APP) of the Western Cape Gambling and Racing Board for the 2023/24 financial year. This Board's 2023/24 APP is rooted in the principles and targets of the development trajectory as set out in South Africa's National Development Plan.

The APP of the Board is informed by the Provincial Strategic Plan and the Western Cape Recovery Plan. The Provincial Strategic Plan and the Western Cape Recovery Plan provides the context for the budget policy priorities of Growth for Jobs, Safety, and Wellbeing; supported by the enablers of Innovation, Culture and Governance.

Where possible, the planned outputs of the Board have been linked to the budget policy priorities to ensure that the Board's planned performance is in line with the budget policy priorities of the Western Cape Provincial Government.

The Annual Performance Plan details the pre-determined objectives and targets for the year under review whilst projecting intended performance targets and programme indicators for the two outer years in the Medium Term Expenditure Framework of the Board and it does so with the eye on the country, and the Province's key strategic priorities as well as the current socio-economic constraints and opportunities.

The APP unpacks the activities as well as administration budget essential for achieving the Board's goals. In doing so, the WCGRB reaffirms its commitment in the period under review to enforce effective regulation of the gambling industry.

The Western Cape Gambling and Racing Board has been charged with the responsibility to perform all functions assigned to it in terms of the Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996).

The objectives of the Board are to control and regulate gambling within the Province of the Western Cape to:

- provide a stable, just, consistent and effective regulatory environment;
- inspire public confidence and trust, in an environment free from corruption and unlawful gambling and betting activities; and
- contribute to the economy of the Western Cape in an innovative and socially responsible manner.



Mr Claude Bassuday

Accounting Authority: Chairperson of the Board

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the members of the Board and the management of the Western Cape Gambling and Racing Board under the guidance of Minister M Wenger;
- Was prepared in line with the 2020-2025 Strategic Plan of the Western Cape Gambling and Racing Board;
- Accurately reflects the performance targets which the Western Cape Gambling and Racing Board will endeavour to achieve given the resources made available in the budget for 2023/2024.

Ms Yvonne Skepu
Manager: Legal Services



Ms Sweetness Sixubane
Manager: Human Resources



Ms Megan Basson
HOD: Licensing



Mr Robin Bennett
HOD: Regulatory Compliance



Mr Alwin Matthews
HOD: ICT



Ms Zoé Siwa
Chief Financial Officer



Mr Primo Abrahams
Chief Executive Officer



Mr Claude Bassuday
Accounting Authority: Chairperson of the Board



Approved by:

Ms Mireille Mary Wenger
Executive Authority/Minister for Finance and Economic Opportunities



Abbreviations/Acronyms

The following list contains all the abbreviations/acronyms that is utilised throughout the annual performance plan, irrespective of which section of the annual performance plan it pertains to:

Abbreviation/ Acronym	Description
4IR	Fourth Industrial Revolution
ADFIN / Adfin	Administration and Finance
APP	Annual Performance Plan
AOP	Annual Operation Plan
B-BBEE	Broad-Based Black Economic Empowerment
Board	Western Cape Gambling and Racing Board
board	Collective of non-executive Board members
BPA	Business Process Automation
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSI	Corporate Social Investment
Constitution	The National Constitution of the Republic of South Africa, 1996
COVID-19	Coronavirus disease 2019
DR	Disaster Recovery
DRP	Disaster Recovery Plan
DTIC	Department of Trade, Industry and Competition
EE	Employment Equity
ERM	Enterprise Risk Management
EWP	Employee Wellness Program
EXCO	Executive Committee
FIC	Financial Intelligence Centre
FICA	Financial Intelligence Centre Act, 2001
FY	Financial Year
GAMS	Gaming Administration Management System
GDP	Gross Domestic Product
GGR	Gross Gambling Revenue
GLC	Gambling Liaison Committee
GRAP	Generally Recognised Accounting Practice
G2E	Global Gaming Exposition
HOD	Head of Department
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
IYM	In-Year Monitoring
LPM	Limited Pay-out Machines
LRA	Labour Relations Act, 1995
MEC	Member of the Provincial Executive Council
Minister	Western Cape Minister of Finance and Economic Opportunities
MOU	Memorandum of Understanding
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
NGB	National Gambling Board

Abbreviation/ Acronym	Description
NTR	National Treasury Regulations
OD	Organisational Development
OHASA	Occupational Health and Safety Act, 1993
Opex	Operational Expenditure
PAC	Public Accounts Committee
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act, 1999
PLA	Provincial Licensing Authority
POPIA	Protection of Personal Information Act ,2013
PSP	Provincial Strategic Plan
RFI	Request for Information
RFP	Request for Proposal
SARS	South African Revenue Service
SAPS	South African Police Services
SARGF	South African Responsible Gambling Foundation
SASSA	South African Social Security Agency
SCA	Supreme Court of Appeal
SC	Senior Counsel
SCM	Supply Chain Management
SCOFEOT	Western Cape Provincial Parliament's Standing Committee on Finance, Economic Opportunities and Tourism
SOP	Standard Operating Procedures
SP	Strategic Plan
Act	Western Cape Gambling and Racing Act, 1996
TID	Technical Indicator Descriptions
TIPS	Trade and Industrial Policy Strategies
TR	Treasury Regulations
Type A LPM Site	LPM Sites with up to 5 LPMs
Type B LPM Site	LPM Sites with 6 to 20 LPMs
Type C LPM Site	LPM Sites with 21 to 40 LPMs
Type D LPM Site	Independent LPM Site Operator
UAMP	User Asset Management Plan
UPS	Uninterrupted Power Supply
WC	Western Cape
WCDTPW	Western Cape Department of Transport and Public Works
WCG	Western Cape Government
WCGRB	Western Cape Gambling and Racing Board
WCPT	Western Cape Provincial Treasury
WSP	Work Skills Plan
Western Cape	The Province of the Western Cape

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A

OUR MANDATE

PART A: Our Mandate

1. Relative legislative and policy mandates

Basic Conditions of Employment Act, 1997 (Act 75 of 1997) as amended

This Act outlines the basic conditions of employment for workplaces in South Africa and has a direct bearing on employees of the Western Cape Gambling and Racing Board.

Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) and Codes as amended

This Act constitutes the legislative framework for the promotion of black economic empowerment; empowers the Minister of Trade and Industry to issue codes of good practice and to provide for matters connected therewith. The Board enforces the legislative and policy objectives on Broad-Based Black Economic Empowerment through the imposition of licence conditions on licence holders and complies with the prescripts that is binding on the Board as a public entity.

Disaster Management Act, 2002 (Act 57 of 2002) as amended and Regulations

This Act establishes a legal framework for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery. It provides for the establishment of national, provincial and municipal disaster management centres with a policy focus on the rehabilitation and functioning of these centres. It further provides for the alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction. Various Regulations were published in 2020 to address, prevent and combat the spread of the Coronavirus COVID-19. Various Guidelines and Regulations were issued under the Disaster Management Act to regulate the conduct and impose restrictions on individuals, employers and businesses to manage and prevent the risk of exposure and transmission of the coronavirus.

Employment Equity Act, 1998 (Act 55 of 1998) as amended

This Act constitutes the legal framework for the elimination of unfair discrimination in the workplace and prescribes the processes and procedures that the Board must implement to achieve a diverse and competent workforce that is broadly representative of the demographics of the Western Cape.

Financial Intelligence Centre Act, 2001 (Act 38 of 2001), as amended (“FIC Act”)

The FIC Act established the Financial Intelligence Centre and Money Laundering Advisory Council to combat money laundering and financing of terrorist and related activities. The Board is, pursuant to this Act a supervisory body and its licence holders are accountable institutions. The FIC Act accords a number of statutory duties, functions and powers on the Board in exercising its supervisory oversight of the gambling industry.

Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005)

This Act establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations; to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and to provide for matters connected therewith.

Labour Relations Act, 1995 (Act 66 of 1995) as amended (“LRA”)

The LRA regulates and guides the Board, as employer, to give effect to the rights, duties and structures created in terms of that Act and in so doing ensure labour harmony and the democratisation of the work place.

National Gambling Act, 2004 (Act 7 of 2004) and Regulations

This Act sets out the competencies of the national and provincial gambling Boards with respect to the regulation and control of gambling and racing in South Africa. This Act, together with the Western Cape Gambling and Racing Act, 1996 and the respective Regulations passed thereunder, constitutes the statutory mandate of the Board as Regulator. This Act further provides for uniform norms and standards with respect to gambling and racing throughout the Republic.

Occupational Health and Safety Act, 1993 (Act 85 of 1993) as amended

This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons against health and safety hazards arising out of or in connection with the workplace; and to provide for matters connected therewith.

Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) and Regulations

This Act constitutes the framework within which the Board must give effect to the Constitutional imperative of implementing a preferential procurement policy and system that is fair, equitable, transparent and cost-effective.

Promotion of Access to Information Act, 2000 (Act 2 of 2000) (“PAIA”)

PAIA prescribes the statutory process according to which applications or requests for access to information are considered and processed and gives effect to the constitutional right of access to information. It is applicable to both private entities and public bodies.

Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (“PAJA”)

PAJA was enacted pursuant to section 33 of the Constitution of the Republic of South Africa, to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and the right to request written reasons for administrative action taken. As a public body, the Board is bound to give effect to the principles of procedurally fair administrative action as prescribed by this Act.

Protection of Personal Information Act, 2013 (Act 4 of 2013) (“POPI”) as amended

POPI took effect on 1 July 2021 and its objectives are inter alia to promote the protection of personal information processed by public and private bodies; to introduce certain conditions to establish minimum requirements for the processing of personal information and to provide for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act. Certain provisions of POPI took effect on 11 April 2014. Sections 2 to 38; 55 to 109; 111; and 114(1), (2) and (3) shall commence on 01 July 2020 and sections 110 and 114(4) shall commence on 30 June 2021. The effect of this is that all organisations must be compliant with POPI by 1 July 2021.

Public Finance Management, 1999 (Act 1 of 1999) (“PFMA”) as amended

The Board is a Schedule 3C Provincial Public Entity and bound by the financial and budget management prescripts of this Act. The PFMA’s primary objective is to ensure that all revenue, expenditure, assets and liabilities of government institutions and departments are managed efficiently and effectively; provides for the responsibilities of persons entrusted with financial management in government and to provide for matters connected therewith.

Skills Development Act, 1998 (Act 97 of 1998)

This Act provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African work force; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualification Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith.

Skills Development Levy Act, 1999 (Act 9 of 1999)

This Act provides for the imposition of a skills development levy; and for matters connected therewith.

The Constitution of the Republic of South Africa, (Act 108 of 1996)

This is the Supreme law of the country and outlines inter alia South Africa’s system of government, the role and responsibilities of the different spheres of government, the basic human rights of all citizens and creates a number of Constitutional institutions.

Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996) as amended and Regulations

This is the primary legislation governing the Board's regulatory functions and powers. It sets out inter alia the establishment and operations of the Board, the type of licenses that the Board is empowered to consider as well as the Board's sources of funding. It further provides for the imposition of statutory taxes and fees payable by licence holders, as well as administrative penalties for non-compliance.

2. Institutional Policies and Strategies

The Board's policies are based on the Constitution, the Act, the National Gambling Act, the PFMA, National Treasury Instructions, Provincial Treasury Instructions and such other laws and regulations applicable to the Board.

The Board's Strategic Focus for the 2023/24 Financial Year is outlined below:

- Internal Research into the licensing of further modes of gambling in terms of the categories of licences that the Board is mandated to licence in terms of the Act and the National Gambling Act, 1996;
- Organisational Structure Review;
- Technological Advancements for the WCGRB; and
- Safe and Responsible Gambling, including awareness programmes;

The Covid-19 pandemic impacted all aspects of life, work and the economy. COVID-19 intensified the challenges that are confronting the Province, and new ones have emerged. For that reason, the Western Cape Recovery Plan has been developed. The Western Cape Recovery Plan was developed to address the increasing pressure on the demand for WCG service delivery while faced with a constrained fiscal envelope.

The Provincial Strategic Plan and the Western Cape Recovery Plan provides for the context for the budget policy priorities of Growth for Jobs, Safety, and Wellbeing; supported by the enablers of Innovation, Culture and Governance.

1. **Growth for Jobs** will be supported by expanding infrastructure spending, enhancing skills, and providing short-term employment opportunities.
2. **Safety** will be enhanced by initiatives that includes policing and police oversight, violence prevention interventions that focus on safety hotspots and combatting gender-based violence.
3. **Wellbeing** will follow a life-course approach through strong foundations, increased wellbeing, building social cohesion and service, and meeting basic needs and protecting human rights.
4. The Provincial Priorities are supported by the enabler of **Innovation, Culture and Governance**: Building capacity for adaptive governance and management, innovation, governance for service delivery impact, and making the WCG an employer of choice in the province. It also includes keeping corruption out of the Western Cape.

In terms of section 4 of the Act, the main object of the Board shall be to control all gambling, racing and activities incidental thereto in the Province subject to this Act and any policy determinations of the Executive Council relating to the size, nature and implementation of the industry.

The Western Cape Gambling and Racing Board is the Provincial Licensing Authority for gambling and betting in the Province of the Western Cape and is therefore not a service delivery public entity. For this reason, the Board's activities and outcomes cannot be directly linked to some of the budget policy priorities. During its strategic planning processes, the Board assessed the alignment of its plans with the budget policy priorities. These alignments are disclosed in Part C: Measuring our Performance under each Programme.

The Board's strategy for FY2024 will be informed and guided by the Western Cape Recovery Plan to ensure that, as an organ of state, it assists the Western Cape Government, by giving effect to the budget policy priorities of Growth for Jobs, Safety, and Wellbeing; supported by the enablers of Innovation, Culture and Governance.

The Board embarked on in-house research in the form of a desktop analysis of jurisdictions that implemented play management systems to assist with responsible gambling. The Board has completed the initial phase of information gathering and a draft research report was circulated to the industry for inputs and comment. Guided by the comments received, the Board resolved to commission further research into specific areas pertaining to problem gambling and responsible gambling measures in the Western Cape.

The licensed gambling industry has been in existence for more than two decades, however in the Western Cape a number of legislated gambling modes has not been rolled out. These untapped economic opportunities are ripe for further consideration. The Board embarked on a public participation process-inviting members of the public and interested parties to comment on the viability and desirability of rolling out additional modes of gambling provided for in the Act. Refer to section 1.2: Internal environment analysis, for more detail in this respect.

3. Relevant Court Rulings

AKANI GARDEN ROUTE (PTY) LTD v PINNACLE POINT CASINO (PTY) LTD 2001 (4) SA 501 (SCA)

The Court held that the regulation of gambling, and casinos in particular, is a Schedule 4 concurrent competence in the Constitution, in that both national and provincial legislation may be passed in relation to same. Furthermore, the National Gambling Act 33 of 1996 vests control and the regulation of gambling in independent boards at national and provincial level. Section 2(2) of the Western Cape Gambling and Racing Act provides that the right to carry on any gambling within the province vest exclusively in the Board. The Court held that Section 37(1) (j) of the provincial Act meant that the competence to require guarantees vested in the Board and not the Provincial Executive Authority. It ruled that policy determinations cannot override, amend or be in conflict with laws, including subordinate legislation. This is also in line with the principle of the separation of powers.

CASINO ENTERPRISES (PTY) LTD v GAUTENG GAMBLING BOARD AND OTHERS 2011 (6) SA 614 (SCA)

The court confirmed that internet gambling remains illegal in South Africa. The Court further confirmed that persons offering or making available a gambling activity within the borders of South Africa require a licence to do so, even if their operations are situated extra-territorially.

VUKANI v WCGRB AND OTHERS CASE NUMBER 21127/2008 CAPE HIGH COURT

The applicant brought an application to review the granting of a key employee licence to an individual in circumstances where such applicant had pending legal proceedings. The judgement outlined the different factors that the Board ought to consider when determining the suitability of an applicant.

NATIONAL GAMBLING BOARD v PREMIER OF KZN AND OTHERS (CCT 32/01) 2001 ZACC, 2002 (2) SA 715

In essence, the dispute concerned the functional areas of concurrent legislative competence with respect to gambling contained in schedule 4 of the Constitution. The Court dismissed the application as it found that both organs of state failed to comply with Chapter 3 of the Constitution, Sections 40 and 41 in particular.

The Court re-iterated the duty on organs of state to avoid legal proceedings against one another and in particular, to adhere to the principles of co-operative governance as enshrined in the Constitution.

THE KWAZULU-NATAL BOOKMAKERS' SOCIETY AND 2 OTHERS v PHUMELELA GAMING AND LEISURE LTD AND 16 OTHERS CASE NUMBER 38728/2015

The application was in the main for an order interdicting the three Totalisators from offering sports pools, in that this conduct amounts to an encroachment on the powers of the National Lottery and the National Lotteries Board. It infringes the South African Constitution, 1996, the Lotteries Act, 1997 and the Rule of law and that, to the extent that any of the nine provincial gambling Boards authorised the Totalisators to offer sports pools, that such authorisation would be unlawful. The High Court dismissed the application. On appeal to the SCA, it ruled that the application was

opportunistic and aimed at achieving a monopoly in respect of betting on sports, other than horse racing. The Court ruled that Totalisator betting on sports does not fall within the definition of a sports pool as envisaged in the Lotteries Act and is regulated in terms of National Gambling Act and the provincial legislation. The appeal was therefore dismissed with costs.

SUNWEST INTERNATIONAL (PTY) LTD AND WORCESTER CASINO (PTY) LTD V WCGRB ET AL, CASE NUMBER: 2203/18

Two licence holders applied for a declaratory order in the Western Cape High Court, for an order in the following terms:

- Declaring that Freeplay credits do not constitute a “drop” for the purpose of the computation of adjusted gross revenue and does not form part of the taxable revenue per Section 64 of the Act read with Schedule III;
- Ordering that the Minister for Finance, in his capacity as the custodian of the provincial revenue fund, refund the Applicants R44 570 465 and R1 763 983, respectively in relation to taxes paid; and
- Alternatively that the Board offset the referenced amounts against the Applicants’ future liability to pay gambling tax;

The Court held that Freeplay used to bet on slot machines at the applicants’ casinos do not constitute part of the “drop” for purposes of the computation of adjusted gross revenue in terms of section 64 of the Act”) read with Schedule III. Further, that Freeplay credits accordingly do not form part of taxable revenue in terms of section 64 of the Act read with Schedule III. The Court directed that the Board off-set the amount agreed between the parties or proved by the Applicants against the applicants’ future liability to pay gambling tax in terms of section 64 of the Act read with Schedule III. Finally, that each party is to pay its own costs.

The Board resolved to appeal the judgement, after having obtained legal advice on the prospects of success on appeal. The Minister and the Board were granted leave to appeal to the SCA, which appeal is still in progress.

GARDEN ROUTE CASINO (PTY) LTD, TSOGO SUN CALEDON (PTY) LTD AND WEST COAST LEISURE (PTY) LTD V PREMIER OF THE WESTERN CAPE ET AL, CASE NO. 24453/18

The Applicant applied for a Declaratory Order, amongst other prayers, declaring certain paragraphs of the Western Cape Gambling and Racing Policy Determinations, ultra vires, invalid and of no force and effect and that the Board is competent to consider and determine the amendment of a casino licence in terms of the Act and which permits the holder to perform its licensed activities from the Cape Metropole. The Board was cited as the Third Respondent, on 18 December 2015, however the Board did not oppose this Application and therefore no cost was awarded against the Board.

The Court delivered judgement and set aside clause 1.1(b) of the 1999 Policy Determinations that introduced the regional exclusivity for the five casinos in the Province as invalid and of no force and effect. The Court declared that Clauses 1.1(c) and (d), which specifies the 10-year exclusivity period applicable to casino operator licences, expired by effluxion of time and is no longer operative. Furthermore, the Court confirmed that the Board is authorised to consider applications for relocation of a casino in accordance with the Act. The order of invalidity of the Policy Determinations was suspended for a period of one year to allow for the gambling review process currently underway and for Cabinet to put in place a new Gambling Policy that is applicable going forward.

GOLDRUSH GROUP MANAGEMENT (PTY) LTD V THE CHAIRPERSON OF THE WESTERN CAPE GAMBLING AND RACING BOARD AND 4 OTHERS (SCA), CASE NO: 660/2022

A role-player in the gambling industry applied for a review, coupled with an Interdict in the High Court, requesting the Court to direct that the Board refrains from implementing its decision to allocate the remaining 1 000 LPMs to the existing Route Operators proportionately pending the outcome of the Review Application. Further, that the Board’s decision as aforementioned be reviewed and set aside. Judgement was electronically handed down on 20 April 2021. The review application was successful and granted in favour of the Applicants. The Board filed an application for leave

to appeal and is also opposing the Applicant's application for immediate execution of the High Court judgement. The Applicant also filed a cross-appeal against certain aspects of the judgement. The Board and two Respondents were granted Leave to Appeal and the appeal is still in progress.

TSOGO SUN CALEDON (PTY) LTD AND OTHERS V WESTERN CAPE GAMBLING AND RACING BOARD AND ANOTHER (89/2021) [2022] ZASCA 102

The legal challenge to the Board's authority to impose conditions to foster and give effect to broad-based empowerment has been argued in the Western Cape High Court and judgement was delivered on 11 December 2019, in favour of the Board. The Court held that the Board is empowered to impose conditions on existing licence holders, did not rigidly fetter its discretion in deciding to impose the impugned condition and it did not act unreasonably nor irrationally when it imposed the impugned condition. The review Application was dismissed with costs; however, the Applicants filed an Application for Leave to Appeal to the SCA. The SCA issued an order confirming that the Board is clothed with the competence to impose licence conditions concerning B-BBEE in terms of Section 53 of the National Gambling Act, but set aside the 2017 B-BBEE conditions imposed as the Court opined that the Board did not satisfy the pre-conditions required by the empowering provision for having imposed the conditions.

B

OUR STRATEGIC FOCUS

PART B: Our Strategic Focus

1. Situational Analysis

The Western Cape Gambling and Racing Board (WCGRB) is a statutory body constituted in terms of the Western Cape Gambling and Racing Act. The WCGRB is a Schedule 3C PFMA Provincial Public Entity with the Western Cape Provincial Treasury as its parent/responsible department.

There are two levels of oversight of the Board's affairs. At national level, the NGB conducts oversight evaluations and at provincial level the Board reports to Provincial Treasury and the Western Cape Provincial Minister of Finance and Economic Opportunities. The Provincial Parliamentary Oversight committees are the Standing Committee on Finance, Economic Opportunities and Tourism; and the Public Accounts Committee.

The external effect of the Board's area of responsibility is centred on development of a viable gambling industry and the protection of the public through the imposition of restrictions and controls. To this end, the Board continues to monitor the industry for any over stimulation and rapidly advancing changes in the industry.

1.1 External environment analysis

The Board has utilised the PESTEL analysis to analyse the factors that may have a profound impact on the Board's performance.

Economy

South Africa faces high unemployment, power outages, elevated public debt service costs, along with rising inflation and interest rates. South Africa is in sync with the surging trend in global inflation. Global factors affecting South African inflation include the surge in key commodity prices (oil, wheat, sunflower oil seed, fertilisers) largely due to the Ukraine invasion.

For 2023, and as a result of extensive load-shedding and other logistical constraints, the South African Reserve Bank forecasts GDP growth of only 0.3%. Over the medium term, the forecast takes into account ongoing high levels of load-shedding, and more modest household spending and investment growth than previously. Investment is still positive, but is revised down due to weaker confidence and lower expected growth. With declining commodity prices, exports are also forecast to be less robust. The forecast incorporates an assumption of increased load-shedding in each year compared to what was pencilled-in in November. As a result of these factors, the economy is forecast to expand by 0.7% in 2024 and by 1.0% in 2025. As expected for some time, commodity export prices continue to trend gradually lower. While oil prices increased somewhat at the end of last year, compared to November, the oil price forecast is slightly lower, averaging US\$89 per barrel in 2023. South Africa's export commodity price basket is expected to continue to decrease, by about 18% this year, and stabilise in 2025. Headline inflation in 2022 came out at 6.9%. The Bank's forecast of headline inflation for 2023 is unchanged at 5.4% and is slightly higher at 4.8% for 2024. For 2025, headline inflation of 4.5% is expected. Average salary growth is forecasted at 6.7% for 2023 and 6.7% for 2025. Economic and financial conditions are expected to remain more volatile for the foreseeable future. In this uncertain environment, monetary policy decisions will continue to be data dependent and sensitive to the balance of risks to the outlook.¹

All of these factors will have a negative impact on household disposable income. Individual propensity to gamble is closely correlated with disposable income; collectively these factors are likely to lead to slower growth in the gambling sector. Despite the poor economy, the Board has noted increased gambling revenues in respect of sports betting.

The Board is aware of alleged and confirmed instances of corruption in government institutions in South Africa which threatens sustainable economic development, ethical values and endangers the rule of law. Corruption and international

¹ South African Reserve Bank - 26 January 2023

perceptions of corruption in South Africa has been damaging to the country's reputation and has created obstacles to local and foreign direct investment, economic growth and has ultimately distorted the development and upliftment of citizens. The Board's Fraud and Anti-Corruption Policy, which is reviewed annually, aims to ensure compliance to laws and regulations in the organisation. The procedures include a national hotline and an anonymous reporting box to ensure that fraud and corruption can be reported.

Industry Developments

During the COVID-19 restrictions, individuals and business migrated towards online commerce and digitisation in many sectors. While pre-COVID-19 consumers were increasingly living their lives online, the pandemic accelerated this online migration to an even greater degree, as consumers were forced to socially distance themselves. Since the National Lockdown, the Board evidenced greater tax collections in respect of betting on sports via telephone, mobile and online betting. This is not surprising taking into account that some patrons choose to gamble at home due to the convenience it provides.

The Board continues to approve contingencies for bookmakers which permit the offering of betting to the public on casino-type games. The offering of the new contingencies provides a wider variety of betting options that bookmakers are able to offer. The bookmaking industry which offers a wide range of contingencies coupled with the fact there is no restriction on the number of licences issued in the Western Cape, has made it a sought after jurisdiction in which to be licensed. With more offerings by bookmakers to punters who place bets online, there has also been an increase in the number of patron complaints and disputes which the Board has to resolve in instances where the bookmaker and the punter cannot agree. The increase in the number of licences coupled with the related activities, places a tremendous burden on the Office of the Board who has to contend with the increase in volume in the betting sector with no corresponding increase in human resources.

Horse-racing as a sport has been struggling, both financially and in terms of attracting interest in the sport for betting purposes. The Board noticed a substantial decline in betting taxes for this contingency over the past few years, both in terms of tote betting (open bets) and fixed odds betting. Re-invigoration of horse-racing as a sport is necessary to make it more appealing to the younger generation, which could assist in bringing a turnaround in this industry.

The Board has been advocating for the legalisation and regulation of interactive gambling to protect patrons that elects to engage in this form of gambling and for the applicable taxes to accrue to the Fiscus. In the absence of legal alternatives, patrons who are participating in illegal online gambling are committing a crime. In addition, they are left at the mercy of unscrupulous operators that are not regulated in terms of fair play, return to patron percentages, probity, and licensing and suitability requirements. Licensed operators are vetted through a rigorous licensing process to ensure that the industry is free from corruption and illegal activities. The Board made submissions to policy makers at national level advocating that the mechanisms be put in place to licence and regulate interactive gambling.

The Western Cape High Court declared certain parts of the 1999 Policy Determinations unlawful and invalid. The provision delineating that one casino be located in each of the five regions is no longer in effect. This means that the Board may receive applications for relocation of casino operations from the current location to a new location or region from any of the five Casino Operators. Relocation applications, once received, will have to be assessed in terms of the current legal prescripts. The draft legislation that sought to regulate the relocation of casinos were published for public comment, but has not been promulgated.

Review of the gambling industry

The Board is conducting internal research on those categories of licences outlined in section 27 of the Act that has to date not been rolled out in the Western Cape. These include the licensing of junkets, bingo and Type B, C and D LPM offerings.

The LPM Operators engaged the Board on the roll-out of Type B and C LPMs in the Province. To date, the Board issued 3 000 LPMs, with each LPM Operator awarded 1 500 LPM machines. The National Gambling Act and concomitant National Regulations allocates a total of 9 000 LPMs for rollout in the Western Cape. The Board approved a rollout of 3 000 LPMs when the first RFP was issued at inception of the gambling industry in this Province.

To date, the Board rolled out Type A LPM site licences, which permits site operators to display up to 5 LPMs for play by patrons in their licensed LPM site establishments. Type B LPM site licences permit the rollout of up to 20 LPMs and Type C LPM site licences permits the rollout of up to 40 LPMs in a licensed LPM site. Type D LPM licence permits an independent site operator to expose up to 40 LPMs for play. These categories of LPM site licences attract additional regulatory approvals and distinct investment and regulatory requirements are prescribed for their operation. The Board is putting the necessary measures in place to facilitate the rollout of Type B, C and D LPM sites. The pre-rollout phase entails engaging the Board's oversight bodies, reviewing the gambling Rules and controls and prescribing the broader financial investment and statutory fees.

The other important considerations in making a determination in licensing further modes of gambling include job creation, transformation and increased economic opportunities in the Western Cape.

The Board previously conducted a socio-economic impact study to determine the impact of current gambling modes on households, the surrounding communities and gamblers. The Board resolved to conduct follow-up research in respect of problem gambling prevalence in the Province as well as Responsible Gambling mechanisms deployed by licence holders.

Current Legislative Considerations

The National Gambling Amendment Bill [B27B-2018] was published in 2018. The Bill seeks to amend the National Gambling Act (2006) to change the configuration of the National Gambling Board into a functioning entity reporting to the DTI, with a CEO at the helm of the entity. The Bill also seeks, amongst others, to introduce certain statutory fees for centralised monitoring of provincially licensed gambling operators and to deal with governance matters pertaining to the National Gambling Policy Council. The Bill was considered by both houses of Parliament and was rejected by the National Council of Provinces on 14 December 2021 and has been referred to the Mediation Committee in terms of Joint Rule 186(1)(a).

The Draft Remote Gambling Bill, 2022 was published for comment. The Bill seeks to legalise remote gambling and provides for the licensing of Operators and employees, setting of norms and standards, amongst others. The Board submitted comments in accordance with the invitation and is in support of the notion that remote gambling must be regulated and legalised.

The Western Cape Nineteenth Gambling and Racing Amendment Act (2021) was published in the Provincial Gazette on 23 June 2021. It indicates that the Amendment Act will commence on a date to be proclaimed by the Premier in the Gazette. The 19th Amendment Act prescribed new Casino Operator fees and Route Operator fees and the new statutory fees introduced by the said Bill would significantly bolster the Board's objective of becoming self-sufficient in terms of its budgetary requirements. The 19th Amendment Act was however not brought into operation. The Draft Western Cape Nineteenth Gambling and Racing Amendment Act Repeal Bill, 2022 was published in the Provincial Gazette on 2 December 2022, for comment, which Bill repeals the 19th Amendment Act. Due to the far-reaching consequences of the COVID-19 pandemic on the gambling industry, Provincial Treasury is in the process of undertaking a comprehensive review of the gambling and racing environment in the Western Cape, with a Policy Review Process underway. The Repeal Bill indicates that promoting and facilitating the financial self-sufficiency of the Board remains an important objective of the Western Cape Government.

The Draft Western Cape Twentieth Gambling and Racing Amendment Bill, 2022 was published for comment and provides in the main for a revised legal framework relating to the relocation of casinos and activities authorised under a licence contemplated in the Act. Furthermore, amongst other, to update certain terminology, to do away with development applications and land-use, transport and environmental matters, to clarify the types of applications that a member of the public may object to or comment on; to provide for the correction of errors in a licence and the change of details of certain premises; to do away with exclusivity, to make further provision for regulations and rules, to effect certain textual improvements, and to provide for incidental matters.

The Draft Western Cape Twenty-First Gambling and Racing Amendment Bill, 2022 was published for comment and provides amongst others, for an economic opportunity tax for the holders of casino operator licences for exclusivity within a certain geographical area for a period of ten years. The tax structure applicable to casinos remains unchanged at this stage, but is subject to revision should potential risks emerge which undermine the stability of provincial tax revenue raised in terms of the Act. The economic opportunity tax that will be payable for the relocation of a casino to the Helderberg area of the City of Cape Town. The economic opportunity tax consists of an advance cash payment of R75 million, plus an additional one per cent on monthly Gross Gambling Revenue for a period of ten years, and is payable once by the casino operator within fourteen days from the date on which the WCGRB grants the licence amendment application relating to the relocation of the casino. The monthly payments start one month from the date of commencement of operations of the relocated casino.

These Bills and the comments submitted in the public participation process are still under consideration by Provincial Treasury.

The Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996): Western Cape Gambling and Racing Regulations, 1996: Draft Amendment, 2022 provides for, amongst others, for the processes for amendment of casino operator licences, the maximum number of casino licences in the City of Cape Town and the radius between casinos, the submission of information where a casino submits a relocation application to the Board, for the payment of a monthly economic opportunity tax, for furnishing of a guarantee of completion of the premises, required by the Board where the premises is not yet erected or completed, and for the revocation of a licence where the development has not been substantially completed within the time frames contemplated in Section 37(1)(f) of the Act or in the case of the relocation of a casino, the granting of the application under Section 41B(7) of the Act may be revoked.

Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996): Western Cape Gambling and Racing Regulations (Fees and Costs), 2016: Draft Second Amendment, 2022 provides for the amendment of Regulation 6 to allow for the inclusion of any hearing, investigation or enquiry relating to the relocation of a business or activity contemplated in Section 41B(1), including a casino.

Responsible Gambling

The Board has developed a Responsible Gambling Framework which is in the process of being implemented and has considered the employment of dedicated staff to ensure that this critical part of legalised gambling is a focused area. The Board is engaging licence holders on the proposed responsible gambling measures and legislative changes envisaged. The Board will ensure strict compliance to ensure a safer gambling environment.

The exclusion process, while the responsibility of the National Gambling Board, will also be streamlined to assist persons who wish to be excluded. The effective implementation of a national exclusion programme is hampered as the National Regulations aimed at regulating same is not operational. The Minister of Trade, Industry and Competition (“DTIC”) must gazette the date these Regulations shall take effect. The Board is continually engaging the said entities to fast-track the exclusion register process, with the legislated mandate to enforce same.

Challenges to be addressed

The Board's challenges are motivated by its constraints. They include:

Challenge:	Mechanisms to address the challenges
Vacancies on the Board that creates a quorum risk. The quorum for a board meeting is five members and accordingly, the board meetings are at risk if more than one member is unable to attend a scheduled meeting.	<ul style="list-style-type: none"> • Board advises Minister in a timely manner of pending vacancies on the Board. • Board meetings scheduled well ahead of time to ensure that Board Members are timely and well-advised of the meeting dates. • Board employs rescheduling of meetings and in emergencies, round robin processes to ensure that the Board remains effective.
Financial self-sustainability created by the loss of statutory fees which has not been resolved, resulting in the WCGRB not being able to comply with the Policy Determinations.	<ul style="list-style-type: none"> • The Board submitted proposal to WCPT to address its financial sustainability • The WCGRB is reliant on the WCPT to propose amendment of legislation to allow for changes in its revenue stream.
Technological advances have significantly influenced the structure and availability of gambling opportunities. However, it takes significantly longer to enable legislation to address technological developments in the gambling industry.	<ul style="list-style-type: none"> • The Board is attending forums and conferences to ensure that the Board is kept abreast of all new developments in respect of technological advances.
The lease in respect of the WCGRB's current premises expires at the end of October 2023. The current lease is held by DTPW with funding provided by the WCPT. The WCGRB has been advised that as it is an independent organisation outside of the spheres of government, it cannot rely on government structures and accordingly must seek and fund its future accommodation.	<ul style="list-style-type: none"> • The Board is in the process of procuring office accommodation.

1.2 Internal environment analysis

The vision of the Board is to be recognised as the leading gambling regulatory authority for innovative, sustainable business practices and maximisation of economic opportunities in a socially responsible manner.

The mission of the Board is to control and regulate gambling within the Province of the Western Cape, to:

- provide a stable, just, consistent and effective regulatory environment;
- inspire public confidence and trust, in an environment free from corruption and unlawful gambling and betting activities; and
- contribute to the economy of the Western Cape in an innovative and socially responsible manner.

The Board's Strategic Focus for the 2023/24 Financial Year is outlined below:

- Internal research into the licensing of further modes of gambling in terms of the categories of licences that the Board is mandated to licence in terms of the Act and the National Gambling Act, 1996;
- Organisational Structure Review;
- Technological Advancements for the WCGRB; and
- Safe and Responsible Gambling, including awareness programmes.

Internal research into licensing further modes of gambling

The Board is conducting research on those categories of licences outlined in section 27 of the Act that have to date not been rolled out in the Western Cape. The Board previously conducted a socio-economic impact study to determine the impact of current gambling modes on households, the surrounding communities and gamblers. The Board will be conducting follow-up research in the 2023/24 financial year to gauge the problem gambling prevalence in the Province, in respect of regulated gambling.

To date, the Board rolled out Type A LPM site licences, which permits site operators to display up to 5 LPMs for play by patrons in their licensed LPM site establishments. Type B LPM site licences permit the rollout of up to 20 LPMs and Type C LPM site licences permits the rollout of up to 40 LPMs in a licensed LPM site. These categories of LPM site licences attract additional regulatory approvals and distinct investment and regulatory requirements are prescribed for their operation.

The Board commenced internal research to determine the desirability and viability of inviting applications for Type B, C and D LPM site licences and opening up the market with an invitation for proposals for a third Route Operator licence.

Being mindful of the socio-economic impact of gambling on the inhabitants of the Province, the Board is duty-bound to engage the public and interested parties through a public participation process before making a determination on the licensing of new modes of gambling. The Board embarked on a public participation process to invite comments from interested parties on the desirability and feasibility of expanding the industry through the rollout of additional categories licenses provided for in the Act. These include Type B, C and D LPM site licences and a third Route Operator licence. The comments received in the public participation process were generally in favour of the rollout of additional gambling opportunities in the Province. The comments received included queries on the rollout of Bingo in the Province. The Board will further balance the competing interests and rights that comes into play where economic opportunities are created and a stringent process shall be followed as and when the determination is made to licence further modes of gambling as envisaged in the Act.

The Board will apply its mind to the legal, economic and fiscal considerations concomitant to the expansion of the gambling industry. As part of the public participation process undertaken by the Board, different sectors of the industry made substantive submissions on the economic considerations flowing from the expansion of the industry. The Board is conducting internal work to ensure that the necessary policies, restrictions and Rules are in place to enable regulation of the new modes that will be rolled out. Upon conclusion of the internal research, the Board will advertise requests for Applications and Proposals on the categories of licences that will be rolled out.

The COVID-19 pandemic has already significantly impacted businesses and will have a potentially lasting impact on the economy. Many industries have been badly hit; this includes gambling which has been heavily impacted by the pandemic. There has been a persistent move towards online commerce and digitisation in many sectors. While pre COVID-19 consumers were increasingly transacting online, the pandemic accelerated this online migration to an even greater degree. Since the National Lockdown, the Board evidenced increased tax collections in respect of non-over-the-counter betting on sports i.e. telephone, mobile and online betting. This is not surprising taking into account that patrons choose to gamble at home due to the convenience it provides.

This underscores the need for the gambling industry to explore alternative entertainment opportunities and introducing new modes of gambling, such as interactive gambling, where patrons can participate in gambling activities remotely. The rollout of further modes of gambling can result in increased revenue to the Western Cape Gambling and Racing Board, increase provincial taxes and have a positive impact on transformation and increase economic opportunities in the Province of the Western Cape.

(a) Increased revenue to the Western Cape Gambling and Racing Board

In terms of paragraph 1.1(q) of the Western Cape Gambling and Racing Policy Determinations, the Board should, as soon as possible, become financially self-sufficient.

The table below outlines the Board's own income as well as the government grant as a percentage of total revenue for these two income streams for the past five (5) years (amounts in the table below represent millions).

Figures in millions	2022	2021	2020	2019	2018
Board's own income	R 47	R 42	R 40	R 38	R 35
Government grant	R 26	R 28	R 38**	R 27	R 20
Total	R 73	R 70	R 78	R 65	R 55
Board's own income % allocation	64%	60%	51%	59%	64%
Government grant % allocation	36%	40%	49%	41%	36%
Cash surplus returned to the PRF	-	-	R -13	R -1	R -4
Cash surplus approved for retention	R -15	R -17	-	-	-
Net government grant	R 11	R 11	R 25	R 26	R 16

**An amount of R6 455 000 was included in the government grant of FY2020 to reimburse LPM Operator Fees.

On average, over a period of five (5) years, the Board's own revenue represents 59% of the Board's total income, whereas the government grants represent 41% of the Board's total income. Total income in this regard only refers to the statutory fees and the government grant and exclude items such as interest income and other miscellaneous income.

For the past five (5) years, the government grant from the Western Cape Government, represented, on average, 4.0% of the total taxes and levies collected by the Board on behalf of the Western Cape Government.

The Board's own revenue is under pressure due to the loss of significant income streams of the Board. The casino exclusivity fees, which was a significant income stream of the Board, is no longer payable by the casinos. In the event of the expansion of the industry, new gambling economic opportunities will arise, which will attract additional statutory fees and taxes to the Board and the Provincial Fiscus.

(b) Increase in provincial taxes

Over the past five (5) fiscal years, the Board collected R3.117 billion in taxes and levies on behalf of the Western Cape Government.

Taxes and levies collected over the past five years						
Figures in millions	2022	2021	2020	2019	2018	Total
Taxes and levies collected	R 759	R 462	R 671	R 629	R 596	R 3 117
Government grant as a % of taxes and levies collected	3%	6%	6%	4%	3%	4%
Net government grant as a % of taxes	1%	2%	4%	4%	3%	3%

The gambling industry has made a significant contribution to government revenues, gross domestic product, investment, as well as employment.

Taxes and levies collected also contributes in economic empowerment of the historically disadvantaged and in addition, attracts tourism and results in increased revenue for the Western Cape Government.

(c) Transformation and increased economic opportunities in the Western Cape

The WCGRB, as a government entity, is required to enforce the principles of B-BBEE in the industry it regulates. This is done through the imposition of licence conditions. The WCGRB set B-BBEE target levels for each of the sectors within the gambling industry. These conditions are reviewed annually and different conditions are imposed to the extent that it is necessary, reasonable and justifiable to do so in the interest of maximising the empowerment, transformation and upliftment of persons intended to benefit from the government's transformation objectives.

The Board's sectoral committees which serve as review and advisory committees to the Board, monitors the set conditions and analyses quarterly reports from licence holders on the status and plans for achieving, maintaining and improving on the set B-BBEE target levels. Licence holders whom are not exempt from application of the B-BBEE Codes, must be evaluated annually by an accredited B-BBEE rating agency and submit such rating certificate to the Board.

The National Gambling Board of South Africa has embarked on research on the current status of transformation and growth in the South African gambling industry. This research report was issued in March 2020 and the following observations were made:

- The industry has moved to the point where certain subsectors have become under-representative of the national demographics by not only meeting but by far exceeding the transformation targets, to the point where certain race groups have been excluded from appointments (e.g. Bingo sector all levels of management).
- The Bingo and LPM gambling subsectors continue to play an important role in transformation and can be considered powerful transformation vehicles.
- The major challenges that impede industry growth through transformation, as identified by the representatives from various Provincial Licensing Authorities, relates to the lack of funding and the lack of skills development and skills transfer.

The ultimate shareholding of the industry in the Western Cape Province continues to be contracted with a few major role players having interests in all the sectors of the gambling industry. This entrenches centralised control and similar policy execution throughout all sectors of the gambling industry rather than regionalised methodologies. In licensing further modes of gambling, once approved, the Board will create an environment that gives impetus for the empowerment of new market entrants and provide new scope for broad-based empowerment.

Organisational Structure Review

As at 31 December 2022, the Minister of Finance and Economic Opportunities appointed five (5) members to the Board.

The existing organisational structure predominantly has remained the same since the inception of the Board although the industry in which the Board operates in expands year on year. The Board therefore resolved that its organisational structure had to be reviewed to ensure its optimum use. A service provider was subsequently appointed in March 2022 to realise this objective. The exercise is envisaged to be concluded by 31 March 2023 upon which the approval for the implementation thereof will be sought.

In responding to industry requests, as well as the need to expand on gambling offerings (not currently offered in the Western Cape), attention has been given to laying the groundwork for Type B, C and D LPM sites and Bingo offerings to be rolled out in the future. The organisational structure will be impacted by the expansion of gambling offerings. The existing workforce may not be adequate to address the demands or additional volumes of applications and the requisite investigations that would need to ensure that the Board responds timely and effectively to licence applications. This is included in the existing Organisational Design review.

Technological Advancements

An acknowledged fact is that the COVID-19 pandemic directed rapid technological changes and *“the extent of technology’s differentiating role in the crisis is stark”*² such as increasing the development and adoption of digital technologies, faster digitisation and automation of business processes, usage of artificial intelligence, the formation of hybrid work environments and norms, increased usage of network connectivity, secure access to data and information, the creation of a shift towards interacting through digital platforms and collaboration tools, including a higher dependency on reliable sources of energy. The crisis affected the world and how organisations navigate and function to stay in business during and post the pandemic. *“Before this shift, IT was known and seen primarily as a support function. But now it’s undeniable that IT has taken centre stage as a business enabler and necessity for enterprise digital transformation”*.³

Albeit the above technological enhancements and serving the purpose of transformation is not without its difficulties and challenges to keep ICT online and functioning without interruptions in key areas such as business process automation, employee experience and reliable hybrid work environments, ICT resource scalability, uninterrupted ICT for business continuity and value add ICT service delivery. One key focus area for the Office of the Board was the creation of a foundation for business process automation. The Board moved towards a green/paperless environment through implementation of an online system (Genesis) to streamline licence applications business process and will continue to enhance this process for the business and gambling industry. In the short and longer term, the Board are planning expansion for Genesis to include compliance and financial business processes to streamline at least mundane business operations.

The Board will further invest in enabling staff to perform their tasks remotely through the application of quality laptops and hardware, assistance with network connectivity, video conferencing and collaboration, including communication facilities. The Office of the Board will explore alternative energy capabilities to continue making decentralised work environments more efficient and improve the employee experience over time. Modernisation of the Board’s ICT infrastructure is a vital aspect of the organisation to ensure accessible and reliable ICT resources in ensuring alignment with the business needs. The Board will continue to make provision for this aspect in the medium and longer term. Another aspect is the modernisation of legacy systems and the ICT department focus is to replace or upgrade these systems and further strengthening its current capabilities for any security risk.

The technological advancements changed the game for ICT as a function and department and it is a strategic enabler for all business developments in this new era. The requirement for a solid ICT function, support and capability is therefore paramount to ensure business systems are continuously available. Investing in the Board’s current ICT Human resources, ensuring external ICT service provider support agreements for optimal WCGRB ICT environment availability will continue.

Safe and Responsible Gambling, including awareness programmes

In terms of the preamble of the Act, it is recognised that opportunities for gambling and betting entail particular risk and dangers to the inhabitants of the Province of the Western Cape, which justifies the imposition of appropriate restrictions and controls. It is therefore important that the Board educate the public on the dangers of gambling and require licence holders to adopt responsible gambling measures.

The Board continues to create awareness not only about the purpose and function of the Board, but also on what constitutes a legal gambling environment. The awareness initiatives of the Board aim to educate and inform the targeted audience with the following information about the Board:

- Purpose and mandate of the Board;
- Legal modes of gambling and betting;
- Who may offer legal gambling and betting activities;

² *How COVID-19 has pushed companies over the technology tipping point—and transformed business forever (McKinsey Digital and Strategy & Corporate Finance Practices), October 2020*

³ *Fundamentals of uninterrupted IT (Freshworks), July 2022*

- Licence holder requirements;
- Monitoring of compliance of licence holders;
- Patron dispute process;
- Problem gambling and the exclusion process; and
- Illegal gambling and the reporting thereof.

It is imperative for the Board to ensure that, in the granting of economic rights and opportunities, effective and appropriate measures are in place to ensure fair play and that the harms and dangers of gambling is minimized. To this end, the Board continues to monitor the industry for any over stimulation and rapidly advancing changes.

The Board intends to organise greater awareness and information campaigns on responsible gambling. Such initiatives will take various forms including industry, public engagements and media campaigns. Due to the on-going developments within the industry, the Board determined that responsible gambling would require a more enhanced approach.

Licence holders have been provided with an opportunity to comment on regulatory measures proposed in an effort to both encourage responsible gambling and to reduce the risk of problem gambling in the industry.

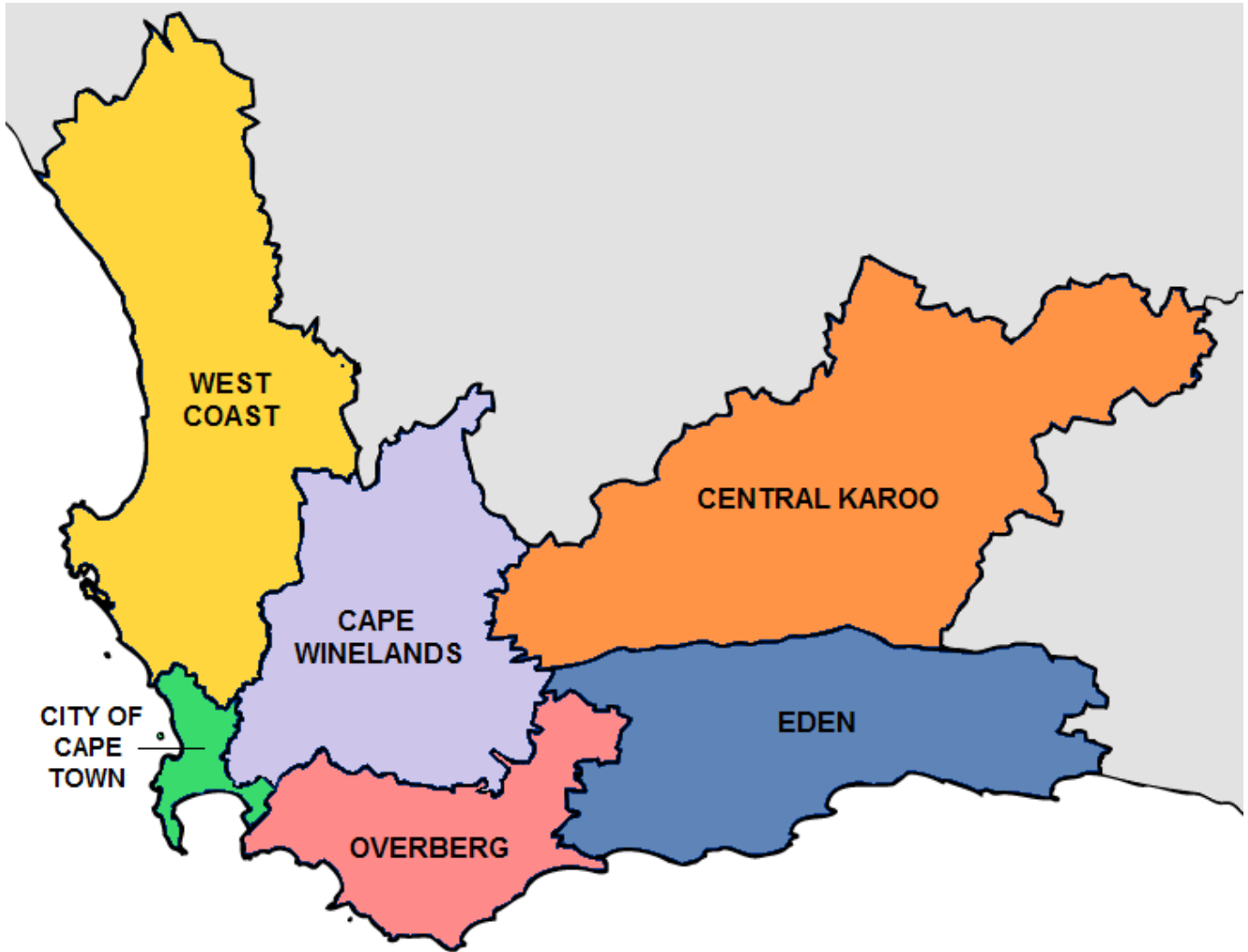
Service Delivery Environment

As at 31 December 2022 the legal gambling and betting industry in the Western Cape which spans the full geographical area of the Western Cape comprised of:

Licence Activity	31 December 2022	31 March 2022
Licensed casinos	5	5
Licensed limited pay-out machine operators	2	2
Licensed bookmakers	56	53
Licensed totalisator	1	1
Licensed premises	734 (527 LPM, 153 Bookmaker, 54 Totalisator)	665 (462 LPM, 147 Bookmaker, 56 Totalisator)
Licensed gambling devices	6 800	6 717
Employee licences *	6 317	6 392

**The Board only responds to the applications duly received from the industry.*

Western Cape Municipal Boundaries



Geographical Spread of Licensed Gambling Operations

Premises	1 City of Cape Town	2 Eden	3 Cape Winelands	4 Overberg	5 West Coast	6 Central Karoo
Casinos - 5	1	1	1	1	1	0
LPM Sites - 462	292	52	51	22	44	1
Bookmakers - 147	127	5	12	1	1	1
Totalisator - 56	44	5	5	0	1	1

The Board enforces spatial planning through the reservation of licences to specific regions in the Province of the Western Cape. Casinos are allocated to specific regions, LPMs are allocated percentage roll-out to specific regions and applications for licences are screened for excess gambling activity. In addition, the Board is conscious of the proximity of gambling institutions to schools, legitimate places of worship and social service premises (SASSA; addiction counselling) and as far as possible prohibits gambling sites near these institutions.

The Board closely monitors the industry progress and adherence to the pillars of the B-BBEE Act.

The number of licence applications submitted to the Board is based on industry demand. The Board's application process is either preceded by an invitation for application or open-ended by law. Casino, route operator and totalisator licences applications, can only be submitted upon an invitation by the Board. For bookmaker and LPM Site licences, applicants submit applications as and when viable business opportunities arise. It is therefore difficult to accurately budget for the Board's own income as the Board's revenue streams are based on the number of new applications as well as licence renewals in a particular year.

The industry is highly regulated and to ensure that the role players comply with statutory suitability requirements, an intensive licencing process is carried out prior to the issue of a licence. Licence holders submit annual renewal applications which are vetted and probed for compliance with the suitability requirements to hold the respective licences.

In ensuring electronic records processed are compliant with the POPIA, the Board is the sole entity to maintain the documentation of all processing operations under its responsibility. Therefore, the Board's policies and systems make provision for, and not limited to ICT, data/information protection, retention of electronic/physical data, records management, access to information, disposal of information (electronic/physical) et al. Additional information of the Board's POPIA requirements can be found on <https://www.wcgrb.co.za/notices/>.

Human Resources

The current staff establishment comprises of 74 posts. The table below depicts the employment and vacancies per programme as at 31 December 2022.

Programme	Approved Posts	No. of employees	Vacancies
Administration	10	8	2
Executive	7	7	0
Management	7	7	0
Compliance	24	22	2
Licencing	22	21	1
ICT	4	4	0
TOTAL	74	69	5

The Board has a low attrition rate and will endeavour to maintain its current acceptable vacancy rate by ensuring that vacancies are advertised as soon as they become available and that all vacant posts are filled within three months after the closing date of advertisements, where possible.

To ensure optimal resource utilisation and to achieve its objectives, the Board is conducting an organisational review of its macro-structure during the MTEF period. The current structure was last reviewed and approved in 2004.

Occupational Health and Safety (OHAS) remains a focus to safeguard employees by providing and maintaining, as far as reasonably practical, a working environment that is safe and without risk to the health of its employees.

Staff development will continue to be the vehicle to ensure the Board utilises its human capital optimally. Training of employees will be based on a need analysis conducted in terms of performance outcomes per individual and will address, amongst others, the critical competencies aligned to strategic objectives.

The Employee Wellness program (EWP) is an effective and well-managed programme. A key function of a EWP service is the minimisation of behavioural risk, both to the individual making use of the service and to the organisation.

Identifying areas of high risk is, accordingly, a key component of the analysis of utilisation data. Each new case is evaluated for the extent to which it affects the overall work and social functioning of the individual. The Board will continue raising awareness to ensure sustained awareness and engagement with the programme.

The Board remains committed to the implementation of the Employment Equity Act, 1998 (Act 15 of 1998 as amended). The Board has made some improvements in terms of appointing African males and Coloured Males. However, the appointment of African males and females remain a priority even though it has shown some improvement.

To ensure the Board is adequately capacitated, it endeavours to strengthen its capabilities through necessary education, improved skills development, better infrastructure, and greater stakeholder collaboration and strengthen specific legal/policy frameworks. This will be prudently performed to properly secure data, positively enhance licence processing, advance compliance monitoring, standardise gambling regulations, develop flexible technical standards, and appropriately safeguard the consuming public. With this intent, the Board has to adapt to changes within the gambling industry, from a structural, complex system and human resource perspective to positively enhance its operational capability and ultimately deliver on its direct mandate as a regulator.

Litigation

The gambling industry proves to be very litigious resulting in the Board's decisions and actions often challenged based on the vested economic interest of licence holders and other role-players. Some matters are purely of public interest or in certain instances, the judgement pronounced by our Courts provide legal certainty on matters where the Board and a licence holders have differing legal views. In such instances, the parties usually agree that the appropriate avenue is to obtain a declaratory order. As a regulator, the Board considers broader public interest issues and not purely the commercial interest. The Board therefore does not participate in all litigious matters where it is cited as an interested party, but base its determinations on whether to participate in the litigation on the nature of the relief sought and the legal implications on the Board's mandate and the industry it regulate. The Board is involved in the following two litigation matters that are currently still ongoing:

A casino operator applied for a Declaratory Order confirming, amongst others, that Freeplay credits do not constitute a "drop" for the purpose of the computation of adjusted gross revenue and does not form part of the taxable revenue per Section 64 of the Act read with Schedule III, citing the Board and the Provincial Minister for Finance, Western Cape as Respondents. Further, that the Court directs, should it make a determination that the Applicants indeed paid taxes that are not due in terms of the legal argument before Court, any overpayment of taxes to be refunded or set-off against the future tax liability of the Applicants. Judgement was delivered on 29 April 2020 in favour of the Applicant, where the Court held that Freeplay does not constitute part of the "drop" for purposes of the computation of adjusted gross revenue and do not form part of taxable revenue in terms of Section 64 of the Act read with Schedule III. The Board was ordered to set-off the overpaid taxes against the Applicant's future tax liabilities accruing in terms of Section 64 of the Act. The Board and the Minister was granted leave to appeal to the SCA and the appeal is still in progress.

A role-player in the gambling industry applied for a review, coupled with an Interdict in the High Court, requesting the Court to direct that the Board refrain from implementing its decision to allocate the remaining 1 000 LPMs to the existing Route Operators, proportionately, pending the outcome of the Review Application. Further, that the Board's decision as aforementioned be reviewed and set aside. Judgement was electronically handed down on 20 April 2021. The review application was successful and granted in favour of the Applicants. The Board filed an Application for Leave to Appeal and is also opposing the Applicant's application for immediate execution of the High Court judgement. The Applicant also filed a cross-appeal against certain aspects of the judgement. The presiding judge granted the parties leave to appeal and declared the order operative, notwithstanding the pending appeals. The Board and Respondents' appeal to the full bench of the High Court against the order declaring the High Court review judgement operative was successful. The High Court review judgment is therefore suspended pending the outcome of the SCA appeal. The SCA appeal is still in progress.

Stakeholders

The Board, as a governmental public entity, has a wide range of stakeholders. These include the Western Cape Provincial Government, Western Cape Minister of Finance and Economic Opportunities, Western Cape Provincial Treasury, WCGRB Workforce, Gambling and Betting Licensed Entities, Western Cape population, Suppliers, the Environment and the Media.

The WCGRB's stakeholder policy informs the mechanism and processes to support constructive engagements with its stakeholders.

The National Gambling Board conducts oversight evaluations on PLAs in respect of the regulatory matters outlined in Section 33, read with section 34 of the National Gambling Act. In terms of information sharing, the Board is required to submit information pertaining to the different categories of licences couched in Section 35 of the National Gambling Act to the National Gambling Board.

Licence holders of the Board are afforded the opportunity to attend Committee meetings, and in certain instances ad-hoc Board meetings, to make representations to the Board regarding the relevant gambling sector. The public are welcome to attend the WCGRB open board meetings and to raise questions or concerns at these meetings.

Other stakeholders of the Board include the National Gambling Board, the Provincial Gambling Boards, National Treasury, Department of the Premier, Department of Transport and Public Works, Department of Trade, Industry and Competition, local government authorities (municipalities), as well as the law enforcement agencies such as the South African Police Services, to address illegal gambling in the Western Cape.

The Board also works closely with the South African Responsible Gambling Foundation in terms of training initiatives offered by the foundation and collaborates with the Foundation in respect of the Board's own awareness programmes and statistical information with respect to self-exclusion programmes.

The Gambling Industry is an extremely dynamic industry requiring an agile Executive Committee and Board to react to industry demands. The Board is often hampered from executing or reacting to stakeholder demands by the lack of formal communication channels with its parent department. As such, quarterly GLC meetings have been instituted to improve communication between the parent department and the Executive Committee.

Corporate Governance

The Board has adopted King IV to assist in its corporate governance oversight responsibility. Corporate governance, for the purposes of King IV, is defined as the exercise of ethical and effective leadership by the governing body towards the achievement of ethical culture, good performance, effective control and legitimacy.

Ethical leadership is exemplified by integrity, competence, responsibility, accountability, fairness and transparency. Effective leadership is result-driven. It is about achieving strategic objectives and positive outcomes; it includes, but goes beyond, an internal focus on effective and efficient execution.

The Board publishes its annual King IV Disclosure Report on the Board's website at www.wcgrb.co.za.

B-BBEE Compliance Performance Information

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:

Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	The Board imposes licence conditions on the different sectors of the industry, indicating a minimum B-BBEE compliance level to be achieved. Further, that such status be confirmed in a verification certificate issued by an accredited verification agency.
Developing and implementing a preferential procurement policy?	Yes	The Board implemented its SCM Policy, taking into account the requirements as set out in the Treasury Regulations, Treasury Instructions, the Preferential Procurement Regulations and all relevant legislation pertaining to supply chain management.
Determining qualification criteria for the sale of state-owned enterprises?	No	The Board is not a State-owned Enterprise.
Developing criteria for entering into partnerships with the private sector?	No	The Board is not a service delivery entity. It is a regulatory and licensing authority.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	The Board will set such criteria as and when it offers incentives, grants and investment schemes in support of Black Economic Empowerment.



MEASURING OUR PERFORMANCE

PART C: Measuring Our Performance

1. Institutional Programme Performance Information

Programme
1. Board and Administration This programme consists of the following: <ul style="list-style-type: none"> • The Board (non-executive members) • Office of the CEO • Legal Services • Human Resources • Administration and Finance
2. Licensing
3. Regulatory Compliance
4. Information and Communication Technology

1.1. Programme 1: Board and Administration

The purpose of Programme 1: Board and Administration is to assist the Minister and give effect to the legislative mandate accorded to the Western Cape Gambling and Racing Board.

The Western Cape Gambling and Racing Board is mandated to regulate gambling and betting in Western Cape Province. The Board also has the mandate of collecting gambling taxes and levies for the Western Cape Provincial Fiscus.

Over the past three (3) years, the Board collected gambling taxes to the amount of R1.9 billion for the benefit of the Provincial Revenue Fund. See table below for details:

Tax collections	2019/20	2020/21	2021/22	Total
Gambling taxes (in millions)	668	459	755	1 883

The gambling industry in the Western Cape therefore makes a significant contribution to the Provincial Fiscus. Tax collections therefore enables the Western Cape Provincial Government to execute its budget priorities.

See table below for the direct/indirect links to the Western Cape Budget Policy Priorities:

Budget Policy Priority	Direct/Indirect Link
Growth for Jobs	<ul style="list-style-type: none"> • The issuance of gambling licenses contributes to creation of employment, economic empowerment of the historically disadvantaged and in addition, attracts tourism to the Western Cape Province. • As part of their licence conditions, licence holders are required to expend a percentage of turnover toward Corporate Social Investment for the benefit of the communities in which they operate. One such focus area is sustainable Community Development: providing welfare support, working towards sustainable livelihoods through skills training and job creation and supporting capacity building for enterprise development.

Budget Policy Priority	Direct/Indirect Link
Wellbeing	<ul style="list-style-type: none"> It is recognised that public confidence, trust, health, safety, general welfare and good order of the inhabitants of the Province is dependent upon the strict regulation of all persons, premises, practices, associations and activities relating to gambling. It is also recognised that opportunities for gambling entail particular risks and dangers to the inhabitants of the Province, which justify the imposition of appropriate restrictions, regulations and controls. The purpose of regulating the gambling industry is to protect the members of the public who participate in gambling activities but also, and importantly, to protect society and the economy against the over-stimulation of the latent demand of gambling. As part of their licence conditions, licence holders are required to expend a percentage of turnover toward Corporate Social Investment for the benefit of the communities in which they operate. One such focus area is education: supporting early childhood development, improving mathematics, science and language skills, teacher and learner development and supporting schools for learners with special needs.
Enablers of Innovation, Culture and Governance	It is a function of the Western Cape Government to ensure that the inhabitants of the Province are protected from the social ills of gambling. This is achieved by controlling and regulating gambling within the Province of the Western Cape. For this reason, the activities of the Board are directly linked to the enablers of innovation, culture and governance, especially where it concerns a corruption-free Western Cape.

Even though the Board's activities cannot be directly linked to the budget policy priorities, the contribution to the Provincial Fiscus through the collection of taxes and levies as well as the CSI investment by the Board's licence holders indirectly contributes to the budget policy priorities as determined by the Western Cape Provincial Government.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	Board meetings where resolutions are adopted and given effect to within specified time period.	1.1 Number of quorate meetings of Board members for 2023/24 year	16	19	19	13	16	16	16
		1.2 Board resolutions actioned by next Board meeting	97% (66 out of 68)	94%	95%	95%	95%	95%	95%
	Licence holders' CSI Commitments complied with.	1.3 Number of operators' CSI programmes verified by Board Committees	5	5	6	6	6	6	6

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	Public awareness of the Board's role and functions.	1.4 Number of awareness programmes facilitated by the Board	New output indicator	New output indicator	New output indicator	New output indicator	4	4	4
	Legal opinions drafted to guide Board and Office on legal implications of decisions taken.	1.5 Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	New output indicator	New output indicator	New output indicator	New output indicator	90%	90%	90%
	Compliance to Human Resources regulatory reporting requirements	1.6 Number of Regulatory reports timeously submitted to Department of Labour	1	1	1	1	1	1	1
	A skilled, motivated and committed workforce.	1.7 Number of reports on the implementation of the HR Plan	3	4	4	4	4	4	4
	Effective and efficient financial administration	1.8 Number of financial reports to stakeholders	33	33	33	33	33	33	33
	An effective and efficient organisational structure.	1.9 Number of revised Organisational Structure Review reports submitted to the Minister for approval.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0
	Promotion of safer gambling	1.10 Number of Responsible Gambling Summits facilitated by the Board.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Study on Gambling Prevalence and Problem Gambling Incidence in relation to Gambling Opportunities licensed by the Board.	1.11 Approved Terms of Reference and Project Plan in respect of responsible gambling research adopted by the Board.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
1.1	Number of quorate meetings of Board members for 2023/24 year	16	4	5	3	4
1.2	Board resolutions actioned by next Board meeting	95%	95%	95%	95%	95%
1.3	Number of operators' CSI programmes verified by Board Committees	6	1	1	3	1
1.4	Number of awareness programmes facilitated by the Board.	4	1	1	1	1
1.5	Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	90%	90%	90%	90%	90%
1.6	Number of Regulatory reports timeously submitted to Department of Labour	1	0	0	0	1
1.7	Number of reports on the implementation of the HR Plan	4	1	1	1	1
1.8	Number of financial reports to stakeholders	33	9	8	8	8
1.9	Number of revised Organisational Structure Review reports submitted to the Minister for approval.	1	0	1	0	0
1.10	Number of Responsible Gambling Summits facilitated by the Board.	1	0	1	0	0
1.11	Approved Terms of Reference and Project Plan in respect of responsible gambling research adopted by the Board.	1	1	0	0	0

Planned performance over the medium-term period

The need exists for the Western Cape Gambling and Racing Board together with Provincial Government to regulate gambling with the view to ensure:

- Protection of society from over-stimulation of gambling.
- Protection of players and integrity and fairness of the industry through strict control and supervision of the industry.
- Generation of revenue and taxes for provincial government for good cause.
- Economic empowerment of the historically disadvantaged.
- Promotion of economic growth, development and employment.

Flowing from above, the Board's vision over the five-year planning period is to be recognised as the leading gambling regulatory authority for innovative, sustainable business practices and maximising economic opportunities in a socially responsible manner with the purpose of having a properly regulated gambling industry in the Province of the Western Cape.

The planned performance of the Board over five year planning term is to control and regulate gambling within the Province of the Western Cape to:

- provide a stable, just, consistent and effective regulatory environment,
- inspire public confidence and trust, in an environment free from corruption and unlawful gambling and betting activities; and
- contribute to the economy of the Western Cape in an innovative and socially responsible manner.

Programme Resource Considerations

Table: Board and Administration

Expenditure estimates							
Programme R'000	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Board and Administration	25 506	17 280	27 057	27 405	65 935	30 913	31 730
Economic Classification							
Current Payments	22 899	17 240	26 593	27 057	33 210	30 513	31 120
Compensation of employees	14 085	13 326	14 607	15 930	16 315	17 286	17 631
Goods and services of which:	8 814	3 914	11 986	11 127	16 895	13 227	13 499
Administration	6 971	3 779	10 882	9 614	13 513	11 954	12 169
Consultants, contractors and special services	722	134	1 104	911	2 421	269	281
Travel and subsistence	1 121	1	0	602	961	1 004	1 049
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	2 607	40	464	348	32 725	400	600
Buildings and other fixed structures	0	0	0	0	31 525	0	0
Machinery and equipment	2 005	40	464	348	1 200	400	600
Transport Equipment	602	0	0	0	0	0	0
Total	25 506	17 280	27 057	27 405	65 935	30 913	31 730

- The budget is a reflection of the costing of the Board, Office of the CEO, Legal Services, Human Resources and Finance and Administration. The budget allocation will be sufficient to achieve the outcomes as planned by this programme.
- Provision has been made in the budget to ensure the employment of a full complement of Board Members and staff.
- The need for a skilled workforce has been highlighted and significant provision has been made in the budget for training and development.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	SR1: Inability for the Entity to perform its mandate	<ol style="list-style-type: none"> 1. Funding in terms of the PFMA 2. Adequate budget process (resource planning) 3. The Chairperson continues to engage the Minister on the mandate of the Board and its independent authority as espoused in the WCGRA, with the separation of powers being adhered to. 4. Seek Senior Counsel Opinions. 5. Status of Board member appointments are discussed at Gambling Liaison Committee (GLC) 6. Board employs rescheduling of meetings and in emergencies, round robin processes to ensure that the Board remains effective.
	SR2: Ineffective and inefficient Entity	<ol style="list-style-type: none"> 1. Submission to PT and Minister recommending amendments as and when necessary. 2. Engagement with licence holders to clarify legislation interpretation. 3. Legal advice/opinions when necessary. 4. Status of Board member appointments are discussed at Gambling Liaison Committee (GLC) 5. Funding in terms of the PFMA 6. Adequate budget process (resource planning) 7. Four tier review process 8. Implementation of the workplace plan 9. Interrogation and review of information by various Sub-Committees of the Board. 10. Stakeholders meetings and interviews where necessary. 11. WSP, training, conferences, national forums. 12. One-on-one meeting between Minister and WCGRB Chairperson 13. Continuously reviewing the Act for relevance and to determine gaps/deficiencies.
	SR3: Ineffective and inefficient utilisation of the entity and resources	<ol style="list-style-type: none"> 1. WSP, training, conferences, national forums 2. Proper planning and Budgetary processes 3. Regular staff engagements 4. Temporary employees employed to assist 5. Structure workload in order to alleviate excessive periods
	SR4: Loss of stakeholder trust	<ol style="list-style-type: none"> 1. Continuous relevant interaction with Stakeholders. 2. Awareness programmes and Public engagements 3. Seek Senior Counsel opinions
	SR5: Disruption to critical business operations	<ol style="list-style-type: none"> 1. Business continuity management plan in place to sustain the operation of critical business services following a disaster or adverse event. 2. Business continuity plan continually reviewed for all WCGRB business operations in response to disruptions. 3. Implementation of the policy guidelines on state of disaster, where applicable.

Outcome	Key Risks	Risk Mitigation
	SR6: Non-compliance with legislative prescripts	<ol style="list-style-type: none"> 1. Regular review of Policies and procedures 2. Legal department subscribes legal publications. 3. Provincial Treasury communicates practice notes and circulars. 4. Review and approval of all relevant policies and practices 5. Review, consultation and approval with stakeholders on changes and development of new policies. 6. Induction to new staff and board members. 7. Communication of policy changes. 8. Publish policies on Intranet
	SR7: Unable to secure office accommodation	<ol style="list-style-type: none"> 1. Approved plan (Board) for sourcing accommodation. 2. Availability of partial funding 3. Option to extend current lease by the Department of Public Works

1.2. Programme 2: Licensing

The Licensing Department is responsible for the co-ordination of an efficient licence application process. It receives duly completed licence applications and conducts probity investigations linked to applications received. Based on the resultant findings, reports containing recommendations for approval or denial are submitted to the CEO and/or Board for consideration.

Section 28 of the Act states that in order to qualify for a licence a person shall be a fit and proper person whose character, integrity, honesty, prior conduct, regard for the law, reputation, habits and associations do not pose a threat to the health, safety, morals, good order and general welfare of the inhabitants of the Province.

For this reason, the outcome of Programme 2 - *“Persons conducting business in the gambling industry are suitable”* - indirectly contributes to the following two budget policy priorities:

- **Safety:** by only recommending licence applications for approval to the Board or CEO when persons and entities have been found to be fit and proper in terms of the Boards requirements.
- **Growth for Jobs:** By recommending gambling licence applications to the Board or CEO for approval, economic growth and employment opportunities are being created for the citizens of the Province of the Western Cape.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Persons conducting business in the gambling industry are suitable.	New applications processed	2.1 Percentage of new applications, in respect of employee licences (key and gambling) linked to licensed operators received, processed within 30 days of receipt.	92%	91%	89%	91%	91%	91%	91%
	Renewal applications received processed	2.2 Percentage of renewal applications received processed on or before the date of expiry of the licence	99%	99%	99%	99%	99%	99%	99%

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
2.1	Percentage of new applications, in respect of employee licences (key and gambling) linked to licensed operators received, processed within 30 days of receipt.	91%	91%	91%	91%	91%
2.2	Percentage of renewal applications received processed on or before the date of expiry of the licence	99%	99%	99%	99%	99%

Planned performance over the medium term period

The Licensing department, in responding to its mandate, processes all applications received from applicants required to be duly licensed in order to engage in the gambling industry within the Province.

Processing of such applications involve the co-ordination of public notices in soliciting any comments and objections in respect of applications, conducting probity investigations to determine the suitability of applicants to hold a licence, making informed recommendations resulting in the approval or denial of applications and the issuing of licences for distribution.

This programme contributes to the achievement of the Board's goals and mandate through the co-ordination of the licensing process in the most efficient and effective manner, using all resources optimally.

Programme Resource Considerations (Budget Table)

Table: Licensing

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Licensing	14 175	12 718	14 506	15 383	15 151	16 048	16 377
Economic Classification							
Current Payments	14 174	12 718	14 506	15 383	15 151	16 048	16 377
Compensation of employees	13 973	12 546	14 244	14 996	14 857	15 741	16 056
Goods and services of which:	201	172	262	387	294	307	321
Administration	56	88	162	133	88	92	96
Consultants, contractors and special services	76	84	100	104	130	136	142
Travel and subsistence	69	0	0	150	76	79	83
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	1	0	0	0	0	0	0
Machinery and equipment	1	0	0	0	0	0	0
Total	14 175	12 718	14 506	15 383	15 151	16 048	16 377

The Licensing Department is one of the operational departments of the Board focusing on conducting investigations into applications for licences linked to gambling operations. As such, the department is labour intensive and therefore compensation of employees represents 98% of the total budget of this programme. Training and development for all staff has been budgeted under Board and Administration.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Persons conducting business in the gambling industry are suitable.	SR8: Unsuitable persons are recommended for licensing	<ol style="list-style-type: none"> 1. Declaration of interest process 2. Work Skills Plan identifies training needs for staff 3. Use of internal and external verification sources 4. Standard operating procedures 5. Multiple-tier review process

1.3. Programme 3: Regulatory Compliance

The Regulatory Compliance is responsible for enforcing gambling and related compliance in respect to legislative provisions and regulatory requirements on all licence holders who expose gambling and betting activities for public pay as well as the timely investigation of allegations of illegal gambling activities in the Province.

For this reason, the outcome of Programme 3 - "Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements" - indirectly contributes to the following budget policy priority:

- **Safety:** by ensuring that licensed operators conduct gambling activities within the rules and restrictions as per the Act and Regulations as well as investigation of illegal gambling activities to ensure that the inhabitants of the Province are protected from the social ills of gambling activities.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements (Revised)	Licensed establishments carrying out gambling and betting activities that are in accordance with legislation.	3.1 Number of compliance assessments conducted	1 138	29	1 368	1 350	1 350	1 350	1 350
	Known illegal gambling operation are shut down.	3.2 Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board	81,4%	40%	100%	100%	100%	100%	100%
	Identified Regulatory Compliance Business Process improvements	3.3 Development of Compliance Automated Process Strategy Plan	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0
	Licence holders licenced by the Western Cape Gambling and Racing Board required to have responsible gambling measures in place.	3.4 Adoption and publication of responsible gambling measures for implementation by industry.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0
	Applicants for new modes of gambling are informed of the submission criteria and operational rules regarding said modes of gambling.	3.5 Adoption of rules and Requests for Proposals / Applications for new modes of gambling.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Licence holders are informed of the operational rules regarding the roll-out of Type B LPMs.	3.6 Adoption of LPM Rules applicable to the operation of Type B LPM Sites.	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.1	Number of compliance assessments conducted	1 350	350	350	300	350
3.2	Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board.	100%	100%	100%	100%	100%
3.3	Development of Compliance Automated Process Strategy Plan	1	0	0	1	0
3.4	Adoption and publication of responsible gambling measures for implementation by industry.	1	0	0	1	0
3.5	Adoption of rules and Requests for Proposals / Applications for new modes of gambling.	1	0	0	1	0
3.6	Adoption of LPM Rules applicable to the operation of Type B LPM Sites.	1	1	0	0	0

Planned performance over the medium-term period

1. On-going training and development which comprises both formal sessions as well as attendance of conferences, workshops and national forums, to equip staff with the relevant competencies as well as being able to respond to licence holders with requests to either implement new games or different procedures.
2. The programme will focus more on responsible gambling matters with the emphasis on early detection, adequate notices for public playing and the enforcement of the legislative amendments once operational.
3. With the illegal gambling operations taking on different forms, the Department will embark on training initiatives to stay abreast of such new developments.
4. Build, maintain and enhance relationships with the relevant enforcement agencies to ensure a shared vision regarding illegal gambling.
5. Conducting research into new forms of gambling and the impact that it could have for the Province.

Programme Resource Considerations (Budget Table)

Table: Regulatory Compliance

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Regulatory Compliance	17 039	16 024	18 014	18 039	17 847	18 893	19 528
Economic Classification							
Current Payments	16 969	16 024	18 014	18 039	17 847	18 893	19 528
Compensation of employees	15 917	15 910	16 937	16 973	16 820	17 821	18 177
Goods and services of which:	1 052	114	1 077	1 066	1 027	1 072	1 351
Administration	224	78	291	252	122	127	133
Consultants, contractors and special services	0	0	0	0	0	0	0
Travel and subsistence	828	36	786	814	905	945	1 218
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	70	0	0	0	0	0	0
Machinery and equipment	70	0	0	0	0	0	0
Total	17 039	16 024	18 014	18 039	17 847	18 893	19 528

The Regulatory Compliance Department is one of the operational departments of the Board enforcing compliance by conducting investigations at licenced establishments. As such, the department is labour intensive and therefore compensation of employees represents 94% of the total budget of this programme. Training and development for all staff has been budgeted under Board and Administration.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements (Revised)	SR9: Inability to detect non-compliance with legislative provisions and regulatory requirements.	<ol style="list-style-type: none"> Attendance at industry specific conferences, workshops and training forums, both nationally and internationally Staff declarations of interest Adherence to the Departmental SOP and HR policies Regular meetings with Chiefs after audits Multiple-tier review process
	SR10: Inability to detect illegal gambling operations.	<ol style="list-style-type: none"> Regular engagement with enforcement agencies Attendance at Enforcement Forum meetings Training provided to Enforcement officials where required Network of Confidential Informers Annual Enforcement Workshop Follow-up on allegations of illegal gambling Public awareness programmes

1.4. Programme 4: Information and Communication Technology

The purpose of Programme 4: Information and Communication Technology is to provide and maintain ICT products, solutions and services for the Office of the Board. The programme established a cohesive, enterprise-wide ICT capability to support the Board's strategic objectives.

The ICT environment continuously adapt in support of 4IR through digitalisation, automation and the Board's business requirements including necessary industry changes. The department has an imperative role to provide strategic and innovative solutions, guidance and support to the Office of the Board.

The activities of Programme 4 are therefore directly linked to the enabler of Innovation, Culture and Governance by building capacity for adaptive governance, management and innovation.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Innovative, functional, reliable and secure ICT solutions and systems provided.	Continuous ICT systems management for the organisation	4.1 Percentage of ICT maintenance events performed to maintain and improve current information technology infrastructure	New output indicator	98.5%	98%	97%	98%	98%	98%
	Continuous knowledge and skills enhancement	4.2 Number of ICT talent capacity competency activities accomplished.	71	99	78	80	80	80	80
	Continuous availability of ICT systems	4.3 Average percentage ICT information systems availability / uptime	99.86%	99.92%	99.96%	98%	98%	98%	98%
	Business Process Automation/ Digital Strategy	4.4. A documented Business Process Automation/ Digital Strategy	New output indicator	New output indicator	New output indicator	New output indicator	1	0	0

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
4.1	Percentage of ICT maintenance events performed to maintain and improve current information technology infrastructure	98%	98%	98%	98%	98%
4.2	Number of ICT talent capacity competency activities accomplished.	80	20	20	20	20
4.3	Average percentage ICT information systems availability / uptime	98%	98%	98%	98%	98%
4.4	A documented Business Process Automation/ Digital Strategy	1	0	0	0	1

Planned performance over the medium-term period

The Information and Communication Programme is a strategic enabler for technological advancement and delivering value for the Board. To stay abreast of new developments, the department subscribe and attend to product/technical forums and workgroups, along with keeping informed through formal/self-education, coupled with continuous engagements with service providers and vendors on product enhancements.

Constant changes in ICT require the Board to keep up with these developments. This programme contributes to the achievement of the Board's goals and mandate through:

- implementing, maintaining, improving, securing and enabling essential ICT solutions and systems to ensure the Office of the Board can operate optimally
- ensuring ICT human resources are adequately skilled through continuous learning methodologies i.e., formal, informal and self-study channels, to gain the appropriate knowledge to support and enable the Office of the Board in achieving the envisage value of ICT solutions and systems.
- Uninterruptable ICT infrastructure and always-on services through improved, responsive and adaptable information system availability.

Over the medium and long term, the department focus areas will also include the enhancement of Genesis for automated processing of gambling licences. The Department intends to explore the digitisation/automation of Regulatory Compliance business processes and financial integration as a next development cycle which requires proper planning, business analysis, budget setting and procurement for the Compliance and Finance departments. The department intends to continue enhancing the hybrid working environment and modernising the infrastructure and system environment of the Board.

Programme Resource Considerations (Budget Table)

Table: Information and Communication Technology

Programme	Expenditure estimates						
	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Information and Communication Technology	10 188	7 138	10 226	10 700	9 400	10 236	10 834
Economic Classification							
Current Payments	6 271	5 931	7 260	6 826	8 070	8 486	8 850
Compensation of employees	2 635	2 755	2 899	2 969	2 966	3 142	3 205
Goods and services of which:	3 636	3 176	4 361	3 857	5 104	5 344	5 645
Administration	3 373	2 705	3 632	3 114	3 802	3 972	4 149
Consultants, contractors and special services	150	471	729	643	1 244	1 299	1 420
Travel and subsistence	113	0	0	100	58	73	76
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	3 917	1 207	2 966	3 873	1 330	1 750	1 984
Machinery and equipment	372	31	1 266	2 523	370	750	784
Software and Intangible Assets	3 545	1 176	1 700	1 350	960	1 000	1 200
Total	10 188	7 138	10 226	10 700	9 400	10 236	10 834

- The ICT environment is dynamic and innovative, which require a constant update of processes, hardware, software, skills, governance and security.
- The Licensing Automation Project has been finalised in September 2021 and further development is required to enable the integration with other financial systems.
- Automation will bring about added efficiencies for the Board as online processing of licences will be possible via any medium such as wireless (Broadband) and wired infrastructure.
- Ensuring that the ICT is adequately capacitated, ICT department endeavours to strengthen its capabilities through better education, improved skills development, better infrastructure, increase in stakeholder collaboration and strengthen policy framework that protect data and information.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Innovative, functional, reliable and secure ICT solutions and systems provided.	SR11: ICT systems and solutions are not functional, reliable, innovative and secure.	<ol style="list-style-type: none"> 1. Proper planning, budget, capacity (number of staff) and skilled resources. 2. Implemented Security controls. 3. Implemented policies and procedures. 4. Ongoing monitoring, administration and managing of the ICT environment. 5. Implemented ICT DRP and UPS. 6. Continuous attending of training, seminars, meetings for talent development. 7. Keeping abreast of the latest developments in ICT. 8. Reporting to oversight Committees on ICT developments. 9. Internal and External audit (Cyber security review).



D

**TECHNICAL
INDICATOR
DESCRIPTIONS
(TID)**

PART D: Technical Indicator Descriptions (TID)

1. Programme 1: Board and Administration

Indicator number	1.1
Indicator title	Number of quorate meetings of Board members for 2023/24 year
Short definition	The meetings that the Board convene at which decisions are taken to give effect to the legislative mandate. The Board is quorate when 5 out of 7 Board Members are in attendance at a Board meeting.
Purpose	To ensure that the Board complies with its legislated mandate.
Key beneficiaries	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG
Source of data	<ul style="list-style-type: none"> Source of data: Board Minutes Actual data table used (if system/Excel): N/A
Data limitations	None
Assumptions	Board meetings are held on a monthly basis, except for December of each year.
Means of verification	Minutes of the meetings
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above

Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.2
Indicator title	Board resolutions actioned by next Board meeting
Short definition	Actioning of qualifying Board resolutions before next Board meeting
Purpose	Give effect to Board resolutions timely
Key beneficiaries	All WCGRB Stakeholders – Licence Holders. Applicants, General public, WCG
Source of data	<ul style="list-style-type: none"> Source of data: Board minutes Actual data table used (if system/Excel): Schedule of Board resolutions
Data limitations	None
Assumptions	Board meetings are held on a monthly basis, except for December of each year.
Means of verification	Board minutes and pre-determined objective evidence
Method of calculation	Number of qualifying resolutions given effect to divided by total number of qualifying resolutions multiplied by 100
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.3
Indicator title	Number of operators' CSI programmes verified by Board Committees
Short definition	Conducting reviews on licence holders honouring their CSI commitments
Purpose	To ensure compliance with CSI commitments.
Key beneficiaries	WC Public at large especially within the catchment areas of licence holders
Source of data	<ul style="list-style-type: none"> Source of data: Committee minutes Actual data table used (if system/Excel): N/A
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Quorum available to conduct meetings and verify CSI commitments Licence Holders honour commitment iro CSI initiatives
Means of verification	Minutes of committee meetings and visitation reports
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Chief Executive Officer

Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.4
Indicator title	Number of awareness programmes facilitated by the Board
Short definition	Interventions which informs the general public about the gambling industry and the role of the gambling board.
Purpose	Create awareness amongst the public in the Western Cape Province regarding the Board's role and mandate.
Key beneficiaries	Western Cape citizens
Source of data	<ul style="list-style-type: none"> Source of data: Visitation/Intervention reports Actual data table used (if system/Excel): N/A
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Resources available to conduct public awareness campaigns; Audience available to receive campaign messages. Appropriate awareness messages being communicated
Means of verification	Visitation/Intervention reports.
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the WCGRB or it can be emitted electronically

Indicator number	1.5
Indicator title	Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion
Short definition	The Legal Services department assists the Board and Office with the necessary legal advice to enable decision-making that is legally compliant/ sound.
Purpose	A myriad of laws and policies finds application on the Board's operations as a public entity. The legal services department constitutes a legal advisory resource to the Board, to guide the Board and / or Office on the applicable legislation, legal principles and precedents that finds application on a given subject-matter under consideration by the Board or Office.
Key beneficiaries	The Board and the Office of the Board and indirectly the industry and gambling patrons
Source of data	<ul style="list-style-type: none"> Source of data: Legal Services department Register and evidence file. Actual data table used (if system/Excel): N/A
Data limitations	Not all legal opinions prepared by the Department flows from a request for an opinion. Legal pinions prepared are issued in the form of correspondence, Board submissions and Memoranda.
Assumptions	Resources and skilled expertise available to research and draft legal opinions.
Means of verification	Legal register and written opinions
Method of calculation	Number of legal opinions actioned or finalised divided by total number of requests received for legal opinions and qualifying resolutions multiplied by 100
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially

Reporting cycle	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO			
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	<input type="checkbox"/> Citizen needs	<input type="checkbox"/> Reliability	<input type="checkbox"/> Responsiveness	<input type="checkbox"/> Integrity
	Demand Driven Indicator		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
	Standardised Indicator		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations:		<input checked="" type="checkbox"/> Single location	<input type="checkbox"/> Multiple locations
	Extent:			
	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> District	<input type="checkbox"/> Local municipality	<input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 100 Fairway Close, Parow.			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO		
Indicator responsibility	Manager: Human Resources			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above			
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs	<input type="checkbox"/> Safety	<input type="checkbox"/> Wellbeing	
	<input type="checkbox"/> Innovation, Culture and Governance		<input checked="" type="checkbox"/> None of the above	
State of Disaster	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO		
	If yes , provide a description of the identified disaster: N/A			
Implementation Data (Key deliverables measured)	At the office of the WCGRB.			

Indicator number	1.7
Indicator title	Number of reports on the implementation of the HR Plan.
Short definition	Human Resources to ensure quarterly assessments and reviews of HR policies and practices, which are presented to the Human Capital Committee for approval and recommendation to the Board.
Purpose	To ensure Human Resources is up to date on current Human Resource best practices and ensure the WCGRB is adequately staffed and complies with relevant Labour Legislation
Key beneficiaries	The office of the Board.
Source of data	<ul style="list-style-type: none"> Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/Excel): VIP Sage
Data limitations	None

Assumptions	<ul style="list-style-type: none"> HR Plan articulated and approved HR Plan properly actioned Resources available to monitor HR Plan
Means of verification	Quarterly HR Plan reports
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Manager: Human Resources
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>

Implementation Data (Key deliverables measured)	At the office of the WCGRB.		
Indicator number	1.8		
Indicator title	Number of financial reports to stakeholders		
Short definition	<p>Operational procedure manuals are analysed for effectiveness and relevance to current circumstances, practices and resource availability.</p> <p>Stakeholders are defined as the Board and Provincial Treasury.</p> <p>Financial reports that are submitted to stakeholders are as follows:</p> <ul style="list-style-type: none"> • Quarterly Financial Report • Cash Management Performance • IYM Report • Taxes Collected • Interim Financial Statements • Annual Financial Statement 		
Purpose	Ensure an electronic procedure manual aligned to policies and current best practices		
Key beneficiaries	Users of the financial statements, Provincial Treasury, Board, Board Committees		
Source of data	<ul style="list-style-type: none"> • Source of data: General ledger, Trial Balance, Tax Collection Registers • Actual data table used (if system/Excel): Microsoft Dynamics 		
Data limitations	WCGRB accounting and administrative records		
Assumptions	<ul style="list-style-type: none"> • Resources available to ensure efficient department • Stakeholder cooperation to ensure timely information for processing • Relevant oversight on the functions of administration and finance processes 		
Means of verification	Minutes of meetings, Audit trail of reports communicated to relevant stakeholders, Quarterly oversight reports to committees.		
Method of calculation	Simple count		
Calculation type	Cumulative:	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>		
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>		
Indicator responsibility	HOD: Administration and Finance		

Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.9
Indicator title	Number of revised Organisational Structure Review reports submitted to the Minister for approval.
Short definition	Submission of revised organisational structure to Minister for approval.
Purpose	Improved efficiency and effectiveness of the organisational structure.
Key beneficiaries	The Board and Staff of the Western Cape Gambling and Racing Board.
Source of data	<ul style="list-style-type: none"> Internal databases, information collected through research and internal engagements. Benchmarking with similar entities and gambling boards.
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Appointed service provider will complete review in a timely manner. Recommended revised structure approved by the Board in a timely manner.
Means of verification	Submission of revised organisational structure report to Minister for approval.
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager: Human Resources
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.10
Indicator title	Number of Responsible Gambling Summits facilitated by the Board.
Short definition	Responsible Gambling Summit facilitated by the Board to promote safer gambling.
Purpose	To promote safer gambling by bringing together industry leaders with a goal to drive positive change in responsible gambling through meaningful discussions and knowledge sharing.
Key beneficiaries	External stakeholders, Provincial Treasury, Board, Board Committees
Source of data	Input from internal and external stakeholders.
Data limitations	None.
Assumptions	<ul style="list-style-type: none"> Resources available to facilitate Responsible Gambling Summit Licence holders and industry leaders are available to attend Summit.
Means of verification	<ul style="list-style-type: none"> Attendance register of attendees at Responsible Gambling Summit Responsible Gambling Summit Feedback Report to the Board
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Executive Committee
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.11
Indicator title	Approved Terms of Reference and Project Plan in respect of responsible gambling research adopted by the Board.
Short definition	The Board is commissioning research into Gambling Prevalence and Problem Gambling Incidence in relation to Gambling Opportunities licensed by the Board. Terms of Reference and Project Plan must be compiled, detailing the scope of work, envisaged timelines and for project management purposes.
Purpose	The Board is, in terms of Section 12 of the Act empowered to conduct studies into the regulation of gambling and the objectives of the Act. A study on gambling prevalence and problem gambling will provide into the risks of regulated gambling and provide a yardstick of the size of the gambling industry in terms of the gambling modes frequented by patrons.
Key beneficiaries	The Board, the industry, gambling patrons and the broader communities affected by regulated gambling and indirectly government.
Source of data	Input from internal and external stakeholders

Data limitations	None.
Assumptions	Resources are available to conduct research.
Means of verification	Approved Terms of Reference and Project Plan adopted by the Board (minutes of Board meetings)
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Manager: Legal Services
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the WCGRB or it can be emitted electronically

2. Programme 2: Licensing

Indicator number	2.1
Indicator title	Percentage of new applications, in respect of employee licences (key and gambling) linked to licensed operators received, processed within 30 days of receipt.
Short definition	Applications investigated and submitted for approval/denial with a motivated recommendation within a set timeframe
Purpose	Applicants will be able to engage in activities sooner. Only entities/persons found suitable are permitted to engage in activities in the Gambling Industry in the Western Cape
Key beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations
Source of data	<p>Source of data:</p> <ul style="list-style-type: none"> Processing the receipt of applications in GAMS Conducting probity in respect of applications received Making recommendations for approval or denial to CEO. Following approval, the issuing of licences for distribution. GAMS reports indicating number of applications received and when approved. <p>Actual data table used (if system/Excel): Log of licence applications, Genesis.</p>
Data limitations	None.
Assumptions	<ul style="list-style-type: none"> All applications are considered complete (All required supporting documentation are submitted) Have sufficient resources to process applications within 30 days
Means of verification	System generated reports
Method of calculation	<ul style="list-style-type: none"> System generated reports (GAMS) New applications (key and gambling) received, processed within 30 days of receipt divided by total of number of new applications processed multiplied by 100
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Licensing
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	2.2
Indicator title	Percentage of renewal applications received processed on or before the date of expiry of the licence
Short definition	Applications investigated and submitted for approval/denial with a motivated recommendation within the required timeframe of 90 days.
Purpose	Only entities/persons found suitable are permitted to engage in activities in the Gambling Industry in the Western Cape and once licensed such licence is only valid for 12 months and must be renewed timely.
Key beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations
Source of data	Source of data: <ul style="list-style-type: none"> Processing the receipt of applications in GAMS Conducting probity in respect of applications received Making recommendations for approval or denial to CEO. Following approval, the issuing of licences for distribution. GAMS reports indicating number of applications received and when approved. Actual data table used (if system/Excel): Log of licence applications, Genesis.
Data limitations	None.
Assumptions	<ul style="list-style-type: none"> All applications are considered complete (All required supporting documentation are submitted) Have sufficient resources to process applications within the 90-day renewal period.
Means of verification	System generated reports
Method of calculation	<ul style="list-style-type: none"> System generated reports Total number of renewal applications received, processed on or before the date of expiry of the licence renewal period divided by total of number of renewals processed multiplied by 100
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	<input type="checkbox"/> Citizen needs	<input type="checkbox"/> Reliability	<input type="checkbox"/> Responsiveness	<input type="checkbox"/> Integrity
	Demand Driven Indicator	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	
	Standardised Indicator	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	
Spatial location of indicator	Number of locations:	<input checked="" type="checkbox"/> Single location	<input type="checkbox"/> Multiple locations	
	Extent:			
	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> District	<input type="checkbox"/> Local municipality	<input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 100 Fairway Close, Parow.			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO		
Indicator responsibility	Head of Department: Licensing			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A			
	Target for youth: N/A			
	Target for people with disabilities: N/A			
	Target for older persons: N/A			
	<input checked="" type="checkbox"/> None of the above			
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Wellbeing	
	<input type="checkbox"/> Innovation, Culture and Governance	<input type="checkbox"/> None of the above		
State of Disaster	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO		
	If yes , provide a description of the identified disaster: N/A			
Implementation Data (Key deliverables measured)	At the Office of the Board.			

3. Programme 3: Regulatory Compliance

Indicator number	3.1
Indicator title	Number of compliance assessments conducted
Short definition	By carrying out compliance assessments on the activities of the licence holders, the Programme aims to ensure that licence holders conduct their business within the legislative prescripts and that gambling and betting made available to the public is offered in an honest, fair and criminal free environment
Purpose	Gambling activities in the Province must comply with the provisions of the Western Cape Gambling and Racing Act, the National Gambling Act and the Financial Intelligence Centre Act.
Key beneficiaries	The general public who partake in such gambling and betting activities
Source of data	<ul style="list-style-type: none"> Source of data: Assessment Reports Actual data table used (if system/Excel): Departmental Audit Planner.
Data limitations	Uncertainty regarding the number of licensed premises that will open and close during the year.
Assumptions	<ul style="list-style-type: none"> Licence holders interpret the legislation correctly Licence holders comply with their Internal Control Standards. Gaming auditors are skilled to conduct the audit. Resources are available to conduct activity
Means of verification	Number of assessments conducted reconciled with the number of compliance assessment reports
Method of calculation	Simple count of the number of assessments carried out.
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	3.2
Indicator title	Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board
Short definition	Allegations of illegal gambling that are reported to the Office of the Board and processed in the Register must have such investigation initiated within 30 days of processing such allegation
Purpose	To curb illegal gambling in the Western Cape.
Key beneficiaries	Inhabitants of the Western Cape but specifically the communities in which such illegal gambling takes place.
Source of data	<ul style="list-style-type: none"> Source of data: Illegal Gambling Register Actual data table used (if system/Excel): Allegations of Illegal Gambling Register
Data limitations	Investigations may require the assistance of other law enforcement agencies and this could hinder our progress
Assumptions	N/A
Means of verification	Recording in the Illegal Gambling Register
Method of calculation	Number of illegal gambling allegations initiated within 30 days of being processed divided by the total number of Illegal gambling allegations received in the same period (X100)
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	3.3
Indicator title	Development of Compliance Automated Process Strategy Plan
Short definition	To identify and enhance the operational activities (compliance assessment and reporting) within the Regulatory Compliance Department.
Purpose	Improve efficiency within Compliance Department
Key beneficiaries	Internal and external stakeholders
Source of data	Internal information consisting of: <ul style="list-style-type: none"> • Business processes • Standard operating procedures • Systems / technologies in place
Data limitations	Availability of data or information (internal/external) re Processes, Standard Operating Procedures and Technologies on gambling regulators or similar industries.
Assumptions	<ul style="list-style-type: none"> • Business process information is not readily available • Time to research all business processes in the department • Technological Constraints • Human Resource constraints • Complexity of business processes and functions, including standard operating procedures
Means of verification	A document identifying Compliance business requirement specifications that may be automated through the use of advanced technologies.
Method of calculation	A written Compliance Business Requirement Specifications document at the end of the 2023 - 2024 financial year.

Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	3.4
Indicator title	Adoption and publication of responsible gambling measures for implementation by industry
Short definition	Mandatory requirements of all licence holders to implement responsible gambling measures.
Purpose	To enhance the protection of punters against the social ills of gambling.
Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> Internal and External comments on draft rules Workshopping the required procedures and understanding implementation challenges. Mandatory licence holder reports on the implementation of responsible gambling measures.
Data limitations	Availability of accurate, complete and information to make informed decisions.

Assumptions	<ul style="list-style-type: none"> Licence holders are familiar with responsible gambling measures and requirements Implementation of requirements should be seamless. Technological and human resources constraints.
Means of verification	<ul style="list-style-type: none"> Board Submission of responsible gambling measures to be adopted Publication of adopted responsible gambling measures.
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the WCGRB.

Indicator number	3.5
Indicator title	Adoption of rules and Request for Proposals / Applications for new modes of gambling
Short definition	Applicants for new modes of gambling are informed of the submission criteria and operational rules regarding said modes of gambling.
Purpose	To create gambling opportunities for suitably qualified applicants

Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> • Gambling operations in other provinces • Information from other regulatory Boards • Industry inputs from the public participation process
Data limitations	Availability of accurate, complete and relevant information from external stakeholders.
Assumptions	<ul style="list-style-type: none"> • Information of operations in other Provinces is readily available • Sufficient time to conduct the relevant research • Other Regulators are able to assist with requested information.
Means of verification	Approval by Board/delegated Official/Committee in respect of rules and Request for Proposals /Applications for new modes of gambling.
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the WCGRB.

Indicator number	3.6
Indicator title	Adoption of LPM Rules applicable to the operation of Type B LPM Sites.
Short definition	Licence holders are informed of the operational rules regarding the roll-out of Type B LPM Sites.
Purpose	The adoption of LPM Rules will enable the roll-out of Type B LPMs in the Province.
Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> Type B LPM Operations in other provinces Information from other regulatory Boards Industry inputs from the public participation process
Data limitations	Availability of accurate, complete and relevant information from external stakeholders.
Assumptions	<ul style="list-style-type: none"> Information of operations in other Provinces is readily available Sufficient time to complete the Board Approval Process Other Regulators are able to assist with requested information.
Means of verification	Approval by Board/delegated Official/Committee in respect of LPM Rules applicable to LPM Type B Sites.
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the WCGRB.

4. Programme 4: Information and Communication Technology

Indicator number	4.1
Indicator title	Percentage of ICT maintenance events performed to maintain and improve current information technology infrastructure
Short definition	<p>ICT systems update/deploy/install events to maintain the ICT environment as a percentage of automated instances/requests received, which consist of:</p> <ul style="list-style-type: none"> • Hardware and Software patch/hotfix Deployments • Software Installs/Changes • Software Updates & Licenses Updates • Operating System Updates/Deployments • Anti-Virus and Host Intrusion Prevention System deployments • Firewall updates and intrusion prevention <p>Infrastructure Changes</p>
Purpose	The timely update and maintenance of all hardware, software and network infrastructure.
Key beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers)
Source of data	<ul style="list-style-type: none"> • Source of data: Audit logs, the service desk database, maintenance downtime records and procurement information. Monthly availability reports generated by the operations monitoring system. • Actual data table used (if system/Excel): Sophos Anti-Virus System, Sophos Unified Threat Management System, Ivanti Patch Management System, and Manage Engine Service Desk Plus System.
Data limitations	None
Assumptions	<ul style="list-style-type: none"> • All production systems are online for scheduled maintenance • On time release and deployment of patches, pattern files and hot fixes. • Have sufficient resources (technology, Financial and Talent) to process and support ICT environment • Enterprise management systems and infrastructure are available and deployed devices are connected to network infrastructure. • Outdated software and hardware compromising data security and accuracy are updated or replaced timeously
Means of verification	<ul style="list-style-type: none"> • Patch Management reports • Anti-virus reports • Firewall reports • Service Desk reports • Software License renewals
Method of calculation	<ul style="list-style-type: none"> • Simple extraction, calculation and counting of management information (update/deploy/install) events from system generated reports • Calculations as follows: <ul style="list-style-type: none"> - Total number of management (update/deploy/install) events per month for the quarter for three different systems - Divided by the total number of automated instances or requests received per month for the quarter for three different systems - Multiplied by 100 per month for the quarter for three different systems then - Average percentage for the three systems combined
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially

Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	4.2
Indicator title	Number of ICT talent capacity competency activities accomplished.
Short definition	<p>Attaining the strategic objective outcome indicator requires skilling and development of staff members on technology, which will include number of instances and is not limited to:</p> <ul style="list-style-type: none"> • User Training • Guides and manual (create, review, update) • Technological forums • Technical Capabilities (DR Testing, Major System Changes) • Consultation Meetings • IT Training and conferences
Purpose	Ensure users are computer literate and assist in mitigating security and governance risks
Key beneficiaries	The Office of the Board.

Source of data	<ul style="list-style-type: none"> Source of data: Training register, calendar entries, confirmation emails, online registrations, SCM training requests. Actual data table used (if system/Excel): MS Word Training Register file (electronic/printed), Outlook Calendar, Outlook emails, Electronic online registration forms (Websites), Electronic MS Word SCM training request file (electronic/printed).
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Have sufficient resources (technology, Financial and Talent) to process and support ICT environment Appropriate educational and vendor training is available. Have Adequately and advanced skilled ICT resource
Means of verification	Attendance registers, meeting attendance registers, online training sessions attended, confirmation, certifications, technical results, meeting invites or email communications.
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
Disaggregation of beneficiaries – Human Rights Groups	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> None of the above</p>
Provincial Strategic Implementation Plan (PSIP)	<p><input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing</p> <p><input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
State of Disaster	<p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, provide a description of the identified disaster: N/A</p>
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	4.3
Indicator title	Average percentage ICT information systems availability / uptime
Short definition	Collective average measure in percentage of all Information and Communication systems available / uptime per month over a quarter.
Purpose	To provide highly reliable and secure information and communication systems
Key beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).
Source of data	<p>Source of data:</p> <ul style="list-style-type: none"> All Production systems are configured to provide uptime information to central monitoring system Central Monitoring system record uptime information of all production systems in centralised database, Reports generated automatically for monthly uptime by Central monitoring system. Computer generated reports of production system uptime communicated to ICT <p>Actual data table used (if system/excel): OpsManager Monitoring System</p>
Data limitations	None
Assumptions	<ul style="list-style-type: none"> All critical production ICT systems operate seamlessly (minimal hardware and software breakage) Minimal prolonged power disruption (more than 8 hours continuously) No Vendor or supplier shortages of critical components for production systems
Means of verification	Monthly accurate device availability reports which are automatically generated by the enterprise monitoring system and distributed for central storage.
Method of calculation	Cumulative average percentage calculation for ICT production servers availability or uptime over three (3) months (per Quarter): Average = Sum of Server % availability or uptime / number of servers measured.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent:</p> <p><input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 100 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.

Indicator number	4.4
Indicator title	A documented Business Process Automation/Digital Strategy
Short definition	A plan for the automation of complex business processes or functions by using advanced technology to meet WCGRB strategic and operational goals.
Purpose	To establish a direction for WCGRB to follow in streamlining core processes and use of advanced technology to improve business performance
Key beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).
Source of data	Source of data: <ul style="list-style-type: none"> • WCGRB Strategy Document 2020 - 2025 • WCGRB Annual Reports • WCGRB Annual Performance Plans • WCGRB BCM Impact Analysis Document • Existing WCGRB Business Processes • Existing Technologies in use • Industry best practices to develop a BPA/Digital strategy • Internet research how to build an effective BPA/Digital strategy
Data limitations	Availability of data or information (internal/external) re Processes and Technologies on gambling regulators or similar industries.
Assumptions	<ul style="list-style-type: none"> • Documented business process information is not readily available • Time to research all business processes of operational departments • Technological Constraints • Human Resource constraints • Complexity of business processes and functions
Means of verification	A document identifying WCGRB business processes or functions that may be automated through the use of advanced technologies.
Method of calculation	The producing of a documented/written WCGRB BPA/Digital plan at the end of the 2023 - 2024 financial year.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):
	<input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 100 Fairway Close, Parow. For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> Jobs <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
State of Disaster	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes , provide a description of the identified disaster: N/A
Implementation Data (Key deliverables measured)	At the Office of the Board.



E

**ANNEXURES TO
THE ANNUAL
PERFORMANCE PLAN**

PART E: Annexures to the Annual Performance Plan

1. Annexure A: Amendments to the Strategic Plan

9.2 Measuring Outcomes

Outcome	Output Indicator	Baseline	Five year target
Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements (Revised)	Number of compliance assessments conducted	1 245	6 750
Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements (Revised)	Development of Compliance Automated Process Strategy Plan	1	1
Innovative, functional, reliable and secure ICT solutions and systems provided.	A documented Business Process Automation/ Digital Strategy	1	1

Reason for changes:

- The outcome has been amended to correctly reflect the actual activity and outcome.
- New output indicators have been added to the annual performance plan.

Programme 1: Board and Administration (TID)

Indicator number	1.4
Indicator title	Number of awareness programmes facilitated by the Board
Short definition	Interventions which informs the general public about the gambling industry and the role of the gambling board.
Purpose	Create awareness amongst the public in the Western Cape Province regarding the Board's role and mandate.
Key beneficiaries	Western Cape citizens
Source of data	Source of data: Visitation/Intervention reports

Reason for amendment: Inclusion of new output indicator.

Indicator number	1.5
Indicator title	Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion
Short definition	The Legal Services department assists the Board and Office with the necessary legal advice to enable decision-making that is legally compliant/ sound.
Purpose	A myriad of laws and policies finds application on the Board's operations as a public entity. The legal services department constitutes a legal advisory resource to the Board, to guide the Board and / or Office on the applicable legislation, legal principles and precedents that finds application on a given subject-matter under consideration by the Board or Office.
Key beneficiaries	The Board and the Office of the Board and indirectly the industry and gambling patrons
Source of data	<ul style="list-style-type: none"> • Source of data: Legal Services department Register and evidence file. • Actual data table used (if system/Excel): Not applicable

Reason for amendment: Inclusion of new output indicator.

Indicator number	1.9
Indicator title	Number of revised Organisational Structure Review reports submitted to the Minister for approval.
Short definition	Submission of revised organisational structure to Minister for approval.
Purpose	Improved efficiency and effectiveness of the organisational structure.
Key beneficiaries	The Board and Staff of the Western Cape Gambling and Racing Board.
Source of data	Internal databases, information collected through research and internal engagements. Benchmarking with similar entities and gambling boards

Reason for amendment: Inclusion of new output indicator.

Indicator number	1.10
Indicator title	Number of Responsible Gambling Summits facilitated by the Board.
Short definition	Responsible Gambling Summit facilitated by the Board to promote safer gambling.
Purpose	To promote safer gambling by bringing together industry leaders with a goal to drive positive change in responsible gambling through meaningful discussions and knowledge sharing.
Key beneficiaries	Users of the financial statements, Provincial Treasury, Board, Board Committees
Source of data	Input from internal and external stakeholders.

Reason for amendment: Inclusion of new output indicator.

Indicator number	1.11
Indicator title	Approved Terms of Reference and Project Plan in respect of responsible gambling research adopted by the Board.
Short definition	The Board is commissioning research into Gambling Prevalence and Problem Gambling Incidence in relation to Gambling Opportunities licensed by the Board. Terms of Reference and Project Plan must be compiled, detailing the scope of work, envisaged timelines and for project management purposes.
Purpose	The Board is, in terms of Section 12 of the Act empowered to conduct studies into the regulation of gambling and the objectives of the Act. A study on gambling prevalence and problem gambling will provide into the risks of regulated gambling and provide a yardstick of the size of the gambling industry in terms of the gambling modes frequented by patrons.
Key beneficiaries	The Board, the industry, gambling patrons and the broader communities affected by regulated gambling and indirectly government.
Source of data	Input from internal and external stakeholders

Reason for amendment: Inclusion of new output indicator.

Programme 2: Licensing (TID)

Indicator number	2.1
Indicator title	Percentage of recommendations for licensing concurred with by the relevant decision maker.
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Reason for amendment: Incorrect desired performance now corrected.

Programme 3: Regulatory Compliance (TID)

Indicator number	3.1
Indicator title	Number of compliance assessments conducted
Short definition	By carrying out compliance assessments on the activities of the licence holders, the Programme aims to ensure that licence holders conduct their business within the legislative prescripts and that gambling and betting made available to the public is offered in an honest, fair and criminal free environment
Purpose	Gambling activities in the Province must comply with the provisions of the Western Cape Gambling and Racing Act, the National Gambling Act and the Financial Intelligence Centre Act.
Key beneficiaries	The general public who partake in such gambling and betting activities
Source of data	<ul style="list-style-type: none"> Source of data: Assessment Reports Actual data table used (if system/Excel): Departmental Audit Planner.

Reason for amendment: The short definition was simplified to increase understandability.

Indicator number	3.3
Indicator title	Development of Compliance Automated Process Strategy Plan
Short definition	To enhance the operational activities (compliance assessment and reporting) within the Regulatory Compliance Department.
Purpose	Improve efficiency within Compliance Department
Key beneficiaries	Internal and external stakeholders
Source of data	Research data informing the Compliance Automated Process Strategy Plan

Reason for amendment: Inclusion of new output indicator.

Indicator number	3.4
Indicator title	Adoption and publication of responsible gambling measures for implementation by industry
Short definition	Mandatory requirements of all licence holders to implement responsible gambling measures.
Purpose	To enhance the protection of punters against the social ills of gambling.
Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> Internal and External comments on draft rules Workshopping the required procedures and understanding implementation challenges. Mandatory licence holder reports on the implementation of responsible gambling measures.

Reason for amendment: Inclusion of new output indicator.

Indicator number	3.5
Indicator title	Adoption of rules and Request for Proposals / Applications for new modes of gambling
Short definition	Applicants for new modes of gambling are informed of the submission criteria and operational rules regarding said modes of gambling.
Purpose	To create gambling opportunities for suitably qualified applicants
Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> Gambling operations in other provinces Information from other regulatory Boards Industry inputs from the public participation process

Reason for amendment: Inclusion of new output indicator.

Indicator number	3.6
Indicator title	Adoption of LPM Rules applicable to the operation of Type B LPM Sites.
Short definition	Licence holders are informed of the operational rules regarding the roll-out of Type B LPM Sites.
Purpose	The adoption of LPM Rules will enable the roll-out of Type B LPMs in the Province.
Key beneficiaries	Internal and external stakeholders
Source of data	<ul style="list-style-type: none"> Type B LPM Operations in other provinces Information from other regulatory Boards Industry inputs from the public participation process

Reason for amendment: Inclusion of new output indicator.

Programme 4: Information and Communication Technology (TID)

Indicator number	4.4
Indicator title	A documented Business Process Automation/Digital Strategy
Short definition	A plan for the automation of complex business processes or functions by using advanced technology to meet WCGRB strategic and operational goals.
Purpose	To establish a direction for WCGRB to follow in streamlining core processes and use of advanced technology to improve business performance.
Key beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).
Source of data	<p>Source of data:</p> <ul style="list-style-type: none"> • WCGRB Strategy Document 2020 - 2025 • WCGRB Annual Reports • WCGRB Annual Performance Plans • WCGRB BCM Impact Analysis Document • Existing WCGRB Business Processes • Existing Technologies in use • Industry best practices to develop a BPA/Digital strategy • Internet research how to build an effective BPA/Digital strategy

Reason for amendment: Inclusion of new output indicator.

To obtain additional copies of this document, please contact:

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