

Western Cape Gambling and Racing Board



**Annual Performance Plan
2022-2023**

**WESTERN CAPE
GAMBLING
AND
RACING BOARD**

ANNUAL
PERFORMANCE
PLAN

2022/2023

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, while contributing to the economy of the Western Cape. Furthermore, it must inspire public confidence and trust that gambling in the province is conducted honestly and is free from corrupt elements.

In setting out the WCGRB's Annual Performance Plan for 2022/23 guidance was taken from the vision of the Western Cape Provincial Strategic Plan, 2019-2024 which seeks to create "A safe Western Cape where everyone prospers".

The plan includes five Vision-inspired Priorities or "VIPs":

1. Safe and cohesive communities
2. Growth and jobs
3. Empowering people
4. Mobility and spatial transformation
5. Innovation and culture

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 support as they set about implementing the 2022/23 Annual Performance Plan to achieve maximum benefit for all who live in the Western Cape.



Mr David Maynier
Minister for 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 2022/23 financial year. This Board's 2022/23 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 (PSP) 2019 - 2024. The PSP sets out the Western Cape Government's (WCG) vision and strategic priorities. Its content is defined by the WCG's approach to addressing the economic, social, and development challenges in the Province. The following priorities were outlined in the Government's Plan of Action and the Premier's State of the Province Address:

- Economy and jobs
- Empowering people
- Public transport, mobility and spatial transformation
- Safe and cohesive communities
- Innovation across government and culture change in the Western Cape.

Where possible, the planned outputs of the Board have been linked to the Strategic Priorities as set out in the PSP to ensure that the Board's planned performance is in line with the strategic objectives 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 the effective regulation of the gambling industry.

The Western Cape Gambling and Racing Board has been charged with the responsibility of performing 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 racing 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 D Maynier;
- 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 2022/23.

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:



Mr David Maynier
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
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
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
PI	Performance Indicator
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
VIPs	Vision-inspired Priorities
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

Contents

PART A: Our Mandate	9
1. Relative legislative and policy mandates	10
2. Institutional Policies and Strategies	12
3. Relevant Court Rulings	13
PART B: Our Strategic Focus	17
1. Situational Analysis	18
1.1 External environment analysis	18
1.2 Internal environment analysis	22
PART C: Measuring Our Performance	33
1. Institutional Programme Performance Information	34
1.1 Programme 1: Board and Administration	34
1.2 Programme 2: Licensing	40
1.3 Programme 3: Regulatory Compliance	42
1.4 Programme 4: Information and Communication Technology	45
PART D: Technical Indicator Descriptions (TID)	49
1. Programme 1: Board and Administration	50
2. Programme 2: Licensing (TID)	58
3. Programme 3: Regulatory Compliance (TID)	60
4. Programme 4: Information and Communication Technology (TID)	63
PART E: Annexures to the Annual Performance Plan	67
1. Annexure A: Amendments to the Strategic Plan	68



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 Act, National Treasury Instructions, Provincial Treasury Instructions and such other laws and regulations applicable to the Board.

The Provincial Strategic Plan 2019 - 2024 (PSP) that was launched by the Premier in March 2020 is the guiding document for the growth and development of the Province. It outlines the priorities of the Western Cape Government (WCG) in the form of five Vision-inspired Priorities (VIPs), namely:

1. **A safe Western Cape where everyone prospers:** Improving law enforcement and crime fighting by ensuring and supporting a modern, honest and professional provincial police service in the Western Cape, and partnering with national and local government, State-owned Enterprises, civil society and communities, and creating safe spaces.
2. **Growth and Jobs:** Growing the economy and creating fair access to real and long-term jobs in the Western Cape ("A job in every household"). This includes a primary focus on creating an enabling environment to grow the economy, especially through removing red tape, prioritising infrastructure and resource resilience with a focus on water, energy and waste and appropriate climate change responses.
3. **Empowering people:** It includes providing an education system that is accountable, retains as many learners as possible, and prepares learners for the fast-changing world of work in the Western Cape, as well as building a healthcare system that delivers quality care in the Western Cape. With the focus on Education, Health and Social Development, it links to youth development, child and family development, and arts, culture and sports aspects of dignity, wellbeing and quality of life along the life-course.
4. **Mobility and spatial transformation:** Safe, reliable, affordable and low carbon public transport, including a provision rail service that runs on time and works in the Western Cape, and catalysing investment in mixed use, mixed income neighbourhoods through strategic land release. Speeding up the delivery of basic services for all in the Western Cape is also prioritised, which includes housing opportunities.
5. **Innovation and culture:** 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 objective of the Board is 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 racing in the province of the Western Cape and is therefore not a service delivery public entity. For that reason, the Board's outcomes cannot directly be linked some of the key VIPs in the Government's Plan of Action. In the exercise of the

Board's mandate, the economic opportunities created and law enforcement activities indirectly gives effect to three VIPs, viz A safe Western Cape where everyone prospers, Growth and Jobs and Empowering people.

The Board has assessed the alignment of its plans with the Vision-inspired Priorities. These alignments are disclosed in Part C: Measuring our Performance under each programme.

The problem statements that frame the five VIPs have not changed. What COVID-19 has done, is to exacerbate the challenges that are confronting the Province, and new ones have emerged. For that reason, Western Cape Recovery Plan has been developed. It identifies the problems that require an urgent, whole-of-society response in order to create jobs, foster safe communities, and promote the well-being of all the residents of the Western Cape.

The Recovery Plan is built on four themes:

- **COVID RECOVERY:** The pandemic will be with us for the foreseeable future; existing measures must continue and new ones put in place to deal with disruptions to the economy and service delivery.
- **JOBS:** The economic impact of COVID-19 has been severe. We can only recover if our economy grows and our citizens generate income.
- **WELLBEING:** Government must ensure that the basic human needs of our citizens are realised, as guaranteed in the Constitution.
- **SAFETY:** This is the over-arching theme for the Provincial Strategic Plan, and it is equally relevant going forward. It is inextricably linked with Wellbeing, as Safety cannot be achieved if basic human needs are not met.

The Board's strategy for FY2023 will be informed by the Western Cape Recovery Plan to ensure that we assist the Western Cape Government, as far as possible, with the COVID Recovery, Jobs, Wellbeing and Safety.

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 Board intends to engage other PLAs and the NGB to pursue a national initiative for the development and roll-out of a player management card.

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 are untapped economic opportunities that 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. Depending on the outcome of the public participation process, the next step would be to invite applications through a RFP process.

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 vests 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 sportspool 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.

TSOGO SUN & 3 OTHERS V WCGRB & 1 OTHER, CASE NUMBER: 21344/17

The Applicants launched an application in the Western Cape High Court, Cape Town for the review, setting aside and declaring unlawful and invalid the Board's decision to impose B-BBEE-related conditions of licence on the Applicants as licence holders. Further, that the Court award costs against any party opposing the Application. The Board argued that it is empowered in terms of the B-BBEE Act and the National Act to impose conditions to ensure licence holders achieve certain B-BBEE targets. The matter was heard on 5 March 2019. Judgement was delivered on 11 December 2019, in favour of the Board. The Court held that the Board is competent to impose the impugned conditions on existing licence holders; that a review of the licence conditions is not a condition precedent for imposing licence conditions and there are no preconditions for the exercise of its powers; that the Board did not rigidly fetter its discretion in deciding to impose the impugned conditions and that the Board did not act unreasonably and irrationally when it imposed the impugned conditions. The Application 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 filed Applications for Leave to Appeal.

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 Ordered that:

- Clause 1.1(b) of the Western Cape Gambling and Racing Policy Determinations issued on 29 August 1997 is declared to be invalid and of no force and effect;
- Clauses 1.1(c) and 1.1(d) of the said Policy Determinations are no longer operative because of effluxion of time and the Board is therefore not bound by them;
- The Board is declared to be competent to consider and determine an Application under Section 41(2) of the Act;
- The Board is directed to consider an Application brought by one of the Applicants in terms of Section 41(2) of the Act;
- It is declared that a Casino Operator licence is not a premises licence as envisaged in terms of Section 41(2) of the Act;
- The declaration of invalidity of clause 1.1(b) is suspended for a period of a year so that a new Regulatory Policy for gambling can be put in place;
- Costs be paid by the First, Second, Fifth and Sixth Respondents, as set out in paragraph 3.1 above.

GOLDRUSH GROUP MANAGEMENT (PTY) LTD V THE CHAIRPERSON OF THE WESTERN CAPE GAMBLING AND RACING BOARD AND 4 OTHERS

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 1000 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.



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 Public Accounts Committee.

The external effect of the Board's area of responsibility is centred on development of socially responsible economic reforms and the protection of the public while safeguarding the industry.

To this end, the Board continues to monitor the industry for any over stimulation and rapidly advancing changes.

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

The economic climate in which the industry currently operates is no different to that in which South Africa as a whole finds itself. The effect of the COVID-19 Lockdown has put great strain on the economy and the socio-economic environment. The COVID-19 pandemic and the associated national lockdown with all its various regulations has had a marked effect on the economy and social welfare at large and, in particular, has seen the non-essential gambling sector both suffer and grow during the lockdown period.

The Western Cape economy contracted by 5.5 per cent, 4 in 2020 largely due to COVID-19 lockdown measures implemented in the second quarter of 2020. The sectors that made the largest contribution to the contraction were wholesale and retail, hotels and restaurants (-1.8 percentage points), transport and communication (-1.5 percentage points) and manufacturing (-1.6 percentage points), whilst agriculture, forestry and fishing (0.5 percentage points) and the finance, real estate and business services (0.2 percentage points) sectors made positive growth contributions in the recession year. The Western Cape economy will follow the recovery path of the national economy with expected growth of 5.3 per cent in 2021 and 1.4 per cent in 2022, (see Table 1.2). Positive growth is anticipated in 2021 across all sectors, as sectors and regional economies are expected to open fully and gradually return to their pre-pandemic output levels. South Africa and the Western Cape is currently experiencing an economic recovery after the 2020 recession. However, employment growth is lagging, and unemployment remains stubbornly high. Economic and socio-economic recovery is further constrained by emergence of the Omicron variant, a possible COVID-19 fourth wave in December 2021 and surging crime levels.¹

Land based gambling continues to be hit hard by the effects of the COVID-19 pandemic while on-line betting has thrived. The continued restrictions placed on places of entertainment, alcohol sales and the general curfew has resulted in contracted economic activity for the land based gambling entities which has led to a reduced need for the number of resources required like, employees, hardware, outsourced services and acquired consumable goods among other. This has led to a reduced revenue stream with the consequence of retrenchments, lower spending and corporate social investments.

¹ *Medium Term Budget Policy Statement, 2021 Western Cape*

It is evident from recent tax collections and revenue statistics that the casino and betting on horse racing sectors no longer only experience a lower growth rate, but in some periods, a negative growth rate or decline. The industry is constantly seeking new contingencies for betting or increasing gambling revenue and this places a burden on the regulator to ensure that these contingencies are lawful and that the proper protection for the public is in place.

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 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

The offering of the new contingencies provides a wider variety of betting contingencies that bookmakers could offer and these alternative offerings also serve to obviate the decline in the horse racing numbers. 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. Both 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 however, with the same number of human resources.

The Board's position is that it advocates for the legalising and regulation of interactive gambling to protect patrons and for the applicable taxes to accrue to the fiscus. While patrons, being the citizens of South Africa do not have legal alternatives, they will not only be committing a crime by participating in illegal online gambling, but also be left to the mercy of unscrupulous operators that are not regulated in terms of fair play, return to patron percentages, probity, 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 opines that interactive gambling modes, if legalised, will afford patrons protection from exposure to COVID-19 in that they can gamble at their leisure remotely, and will also provide a much needed revenue injection given the current economic climate. The Board made submissions to policy makers at both provincial and national level advocating that the mechanisms be put in place to licence and regulate interactive gambling.

Review of the gambling industry

Provincial Treasury commissioned research into the regulation of international junkets. The research is a review of the legal, practical, economic and taxation considerations through a comparative analysis of the different jurisdictions where international junkets are operational. This research is in its final stages and awaiting presentation to the Minister for final completion.

Apart from the research commissioned by Provincial Treasury, the Board is reviewing the gambling landscape and gambling opportunities in the Western Cape. The LPM Operators engaged the Board on the roll-out of Type B and C LPMs in the Province. The Board deemed it prudent to follow a notice and comment procedure for the public and interested parties to submit comments and make submissions to the Board. In addition, 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 Board issued 3 000 LPMs, with each LPM Operator awarded 1 500 LPM machines. The National Gambling Act, 1996 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.

Current Legislative Considerations

The Western Cape Gambling and Racing Regulations (Fees and Cost 2016) were amended on 25 March 2020 to effect inflationary increases to the statutory application, licence and investigation fees. These fees are updated annually for inflationary adjustment.

The Draft Western Cape Twentieth Gambling and Racing Amendment Bill, 2020 and the Draft Western Cape Twenty-First Gambling and Racing Amendment Bill, 2020 was published for public comment on 8 May 2020. The amendments in the Draft Western Cape Twentieth Gambling and Racing Amendment Bill, in the main, provides for the Board to consider an application for the relocation of one casino to the Cape Metropole area. These Bills and the comments submitted in the public participation process are still under consideration by Provincial Treasury.

Responsible Gambling

While the Board has always conveyed the message that gambling and betting should be seen as a source of entertainment, the Board has always been mindful of the unintended consequence thereof, being compulsive and problem gambling. Educating the public on the dangers and harm resulting from problem gambling has always been paramount at the Board's awareness programmes.

In an attempt to reduce the number of persons who are problem or compulsive gamblers, the Board will increase its efforts in educating the public and players, so that those who make a decision to partake in this form of entertainment have a better understating of the risks involved and how to address and manage such risks. To achieve a measure of success, this initiative will have to be a collaborative effort with all stakeholders, specifically licence holders, playing their respective roles. The Board, as the Regulator in the Province will take the lead and will ultimately determine what will transpire in the Western Cape. To get this initiative off the ground the Board has established a Responsible Gambling Committee to monitor the progress of measures to be implemented as well as the effectiveness thereof.

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 the 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
<p>Vacancies on the Board, which places pressure on its effectiveness to honour scheduled meetings and consequently its mandate and affecting licence holders as scheduled events, are postponed.</p>	<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.
<p>COVID-19 places a significant constraint on the WCGRB's activities, revenue, financial and logistical arrangements. The full impact of the pandemic will be ascertained as the industry responds to the various stages and levels of lockdown and opens up to the general public in accordance with the National Lockdown Regulations.</p>	<ul style="list-style-type: none"> • Business continuity management plan in place to sustain the operation of critical business services following a disaster or adverse event. • Business continuity plan continually reviewed for all WCGRB business operations in response to disruptors. • The Board had to change its approach to adopt to the "new normal" and will continue to be flexible to respond to further disruptions brought about by the COVID-19 pandemic.
<p>Financial self-sustainability: The Board receives its revenue from statutory fees and cannot generate own income in any other form other than increasing the gambling offerings within the Western Cape gambling industry.</p>	<ul style="list-style-type: none"> • The 19th Western Cape Gambling and Racing Amendment Act, 2021 has been adopted into law and gazette as such, but requires the Premier's promulgation for the Act to come into effect. The WCGRB is reliant on the WCPT to propose amendment of legislation to allow for changes in its revenue stream.
<p>Capacity: The Board has limited personnel in its Administration and Finance Department, its Human Resource Division, its Information and Technology Department and its Board Secretariat division. With the ever changing evolvement of processes and legislation in the fields in which these sectors operate, it is becoming more and more challenging to effectively service the requirements of these evolutions.</p>	<ul style="list-style-type: none"> • Given the current economic climate, the Board is currently attempting to employ interns or temporary employees while it investigates its requirements and the process to alleviate the constraint.
<p>Accommodation: The Board has been advised that as it is "an autonomous public entity outside of government", it will have to seek and fund its own future accommodation needs or move back to its previous premises.</p>	<ul style="list-style-type: none"> • The Board is currently strategizing on its accommodation needs in the new COVID-19 induced "normal" with its concomitants costs and will deliberate on such strategy during the coming year.

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 2022/23 Financial Year is outlined below:

- 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;
- Safe and Responsible Gambling, including awareness programmes; and
- Corporate Social Responsibility

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. These include the licensing of junkets and Bingo offerings. The Board previously conducted a socio-economic impact study to determine the impact of current gambling modes on households, the surrounding communities and gamblers.

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 final determination on the licensing of new modes of gambling. The Board must 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 other important considerations in making a determination on licensing further modes of gambling are:

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 (published on 12 March 1999), 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).

<i>Figures in millions</i>	2021	2020	2019	2018	2017
Board's own income	R 42.0	R 39.9	R 38.3	R 34.8	R 38.8
Government grant	R 27.7	R 37.6	R 26.8	R 19.7	R 9.9
Total	R 69.7	R 77.5	R 65.1	R 54.5	R 48.7
Board's own income % allocation	60%	51%	59%	64%	80%
Government grant % allocation	40%	49%	41%	36%	20%
<i>Cash surplus returned to the PRF</i>	-	R (13)	R (1)	R (4)	R (6)
<i>Cash surplus approved for retention</i>	R (17)	-	-	-	-
<i>Net government grant</i>	R 11	R 25	R 26	R 16	R 4

****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 63% of the Board's total income, whereas the government grants represent 37% 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, 3.0% of the total taxes and levies collected by the Board on behalf of the Western Cape Government.

With revenues under pressure as a result of the COVID-19 pandemic, many licensed gambling operators have looked to reduce operating costs by retrenching staff and improving efficiencies. Some of the smaller operators ceased to operate as a result of the COVID-19 pandemic and the subsequent National Lockdown. This will invariably have an impact on the Board's own revenue streams as the Board's income is based on industry demand.

The Board's own revenue is therefore under severe pressure as a result of the COVID-19 pandemic but also 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. Contribution to government revenues

Over the past five (5) fiscal years, the Board collected R2.933 billion in taxes and levies on behalf of the Western Cape Government.

Taxes and levies collected over the past five years						
<i>Figures in millions</i>	2021	2020	2019	2018	2017	Total
Taxes and levies collected	R 462	R 671	R 629	R 596	R 576	R 2 933
Government grant as a % of taxes and levies collected	6%	6%	4%	3%	2%	4%
Net government grant as a % of taxes	2%	4%	4%	3%	1%	3%

The gambling industry has made a significant contribution to government revenues, gross domestic product, investment, as well as employment. For the month of September 2021, five thousand three hundred twenty-one (5 321) employees have been employed across all gambling sectors in the Western Cape. Comparing the direct employment figures to the previous year, the number of licenced employees increased by nine hundred forty-nine (949). Despite the economic challenges posed by COVID-19, the industry created additional job opportunities.

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 sectorial committees which serves 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 who 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.
- In certain respects, the industry has achieved and exceeded transformation targets.
- Transformation in the casino sector has taken place progressively albeit at a slower pace when compared to LPM and Bingo sectors. It is possible on the account of the fact that the casino industry is older and predates the democratic dispensation, it is also characterised by corporate and multi-national structures with stringent minimum employment criteria. Bingo and LPM operators on the other hand were for the larger part conceived in the modern era and these entities could therefore more easily be aligned with transformation targets, possible because of a clean-slate approach.
- The major challenges that impedes 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 to the empowerment of new market entrants and provide new scope for broad-based empowerment.

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 living their lives online, the pandemic already accelerated this online migration to an even greater degree, as consumers are forced to socially distance themselves. 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 and being able to socially distance themselves as per government regulations.

There is therefore an opportunity 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.

Organisational Structure Review

The growth anticipated with the future rollout of Type B, C and D LPM sites and the possible licensing of further modes of gambling as provided for in the Act, but has to date not been rolled out in the Western Cape, will positively impact the Board's quest for self-sufficiency. Invariably this will have an impact on the existing organisational structure in that the existing workforce may not be adequate to address the demands and additional volumes of applications and the requisite investigations necessary to ensure that the Board responds timely and effectively.

Although there has been a decline in the casino revenues directly as a result of the restrictions under the business had to operate due to the national disaster Regulations, there are indications that the revenues at the casinos are on the rise. While the decline in revenues compelled casino operators to reduce employment opportunities, such measures would require the Board to use its resources more effectively to ensure that controls measures that are in operation are effective and that any deficiencies which may have arisen as a result of the reduced staff. This coupled with the continuous growth in the online betting area would compel the Board to consider some internal restructuring of staff to ensure that Board resources are placed where it is needed most.

The Board intends to conduct an internal study combined with an Organisational Design review to determine the optimum structure to meet the demands of the industry.

Technological Advancement

With rapid advancement of technology coupled with industry changes, effective regulation requires legislative amendments, however this is a lengthy process and the Board is often hamstrung by the sheer length of time of such amendments.

The Trade and Industrial Policy Strategies (TIPS) report for the Department of Trade, Industry and Competition (DTIC) on the World Economic Forum and the Fourth Industrial Revolution in South Africa advises that *"This "new" phase of technological advancement is forecasting the widespread application of robotics and automation, artificial intelligence, nanotechnology and material sciences to traditional and new industries. This is expected to change future production processes significantly and as a result affect the development and implementation of future industrial strategies."*²

With the afore-mentioned observation in mind and the rapid advances in innovative technology within the gambling industry, the Board wisely decided to digitise and automate its licensing procedures. This was executed to keep up with the necessary changes and typically promote an efficient, effective and enhanced business process. This essential step in the desired direction of a more enhanced capability laid the foundation for additional organisational business process automation.

The Board moved towards a green/paperless environment through implementation of an online portal for the submission of licence applications. The implementation of the system in no way took away the need for manpower in that the investigation process is still the main focus of the Board, resulting in the recommendations to either grant or deny the applications made.

The key focus area for the Office of the Board was the creation of a foundation for business process automation. It achieved this through the digitised automation system (Genesis) and the goal to digitise and automate the Board's licensing application business processes was accomplished. The system is designed to support future growth of the gambling industry, through the digitisation and efficient processing of licence applications. Genesis also supported the "new normal" created by COVID-19 and allowed WCGRB employees and gambling industry operators to access the system and operate remotely i.e. work from home. Genesis is part of the WCGRB operations and all incidents relating to the system are managed through the WCGRB helpdesk system. In the short term the Board will be expanding the Genesis system to include additional business processes such as digitised compliance audits and financial billing.

² World Economic Forum and the Fourth Industrial Revolution in South Africa (Trade & Industrial Policy Strategies research for the Department of Trade and Industry), November 2018

Safe and Responsible Gambling, including awareness programmes

In terms of the preamble of the Act, it is recognised that opportunities for gambling and racing 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 intends to organise greater awareness and information campaigns on responsible gambling. Such initiatives will take various forms and will include, for instance, community engagements, media campaigns as well as school visits, where applicable. The Board held a workshop on best practices in the treatment of responsible gambling with two visiting Canadian professors that do extensive research on the treatment of problem gamblers and responsible gambling measures. The topic relative to responsible gambling discussed included the contra-indications that may arise in practice, depending on the culture of communities and personal beliefs of gamblers. These may impact whether gamblers utilise responsible gambling treatment measures and hence also impacts the effectiveness of the responsible gambling measures adopted by regulators. Due to the ongoing developments within the industry, which is based on both technological development and the impact of lockdown restrictions as a result of COVID-19, the Board determined that responsible gambling would require a more enhanced approach. The Board resolved to convert the Western Cape Responsible Gambling Forum to the Responsible Gambling Committee which would now have attendees of licence holders. 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 problem gambling in the industry

Corporate Social Responsibility

Licensed gambling operators contribute towards social upliftment projects as its CSI contributions and these CSI projects addresses social issues and is a contributing factor to social upliftment in certain geographical areas. The Board encourages licence holders to provide corporate social investments (CSI) to organisations that are sustainable and support relevant causes. As part of their licence conditions, currently, certain licence holder categories are required to expend a percentage of turnover toward Corporate Social Investment for the benefit of the communities in which they operate. In addition, licence holders are required to contribute to the South African Responsible Gambling Foundation who is tasked with implementing programmes to assist problem gamblers.

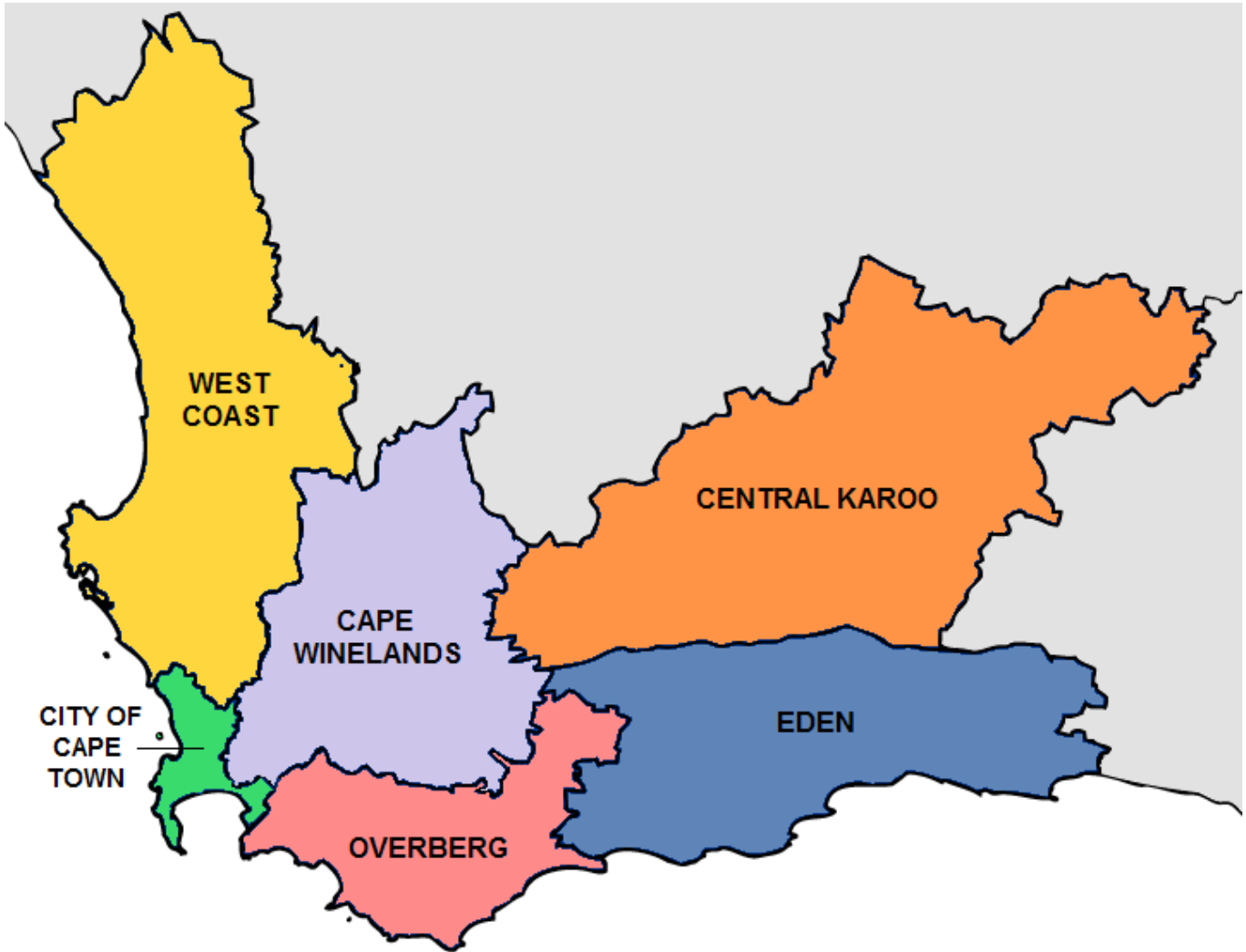
Service Delivery Environment

As at 31 March 2021 the legal gambling and racing industry in the Western Cape which spans the full geographical area of the Western Cape comprised of:

Licence Activity	31 March 2021	31 March 2020
Licensed casinos	5	5
Licensed limited pay-out machine operators	2	2
Licensed bookmakers	49	43
Licensed totalisator	1	1
Licensed premises	662 (452 LPM, 150 Bookmaker, 60 Totalisator)	664 (447 LPM, 164 Bookmaker, 53 Totalisator)
Licensed gambling devices	6 662 (Casinos 3 662 and LPM 3 000)	6 940 (Casinos 3 940 and LPM 3 000)
Employee licences *	6 021	7 514

*The Board only responds to the applications duly received from the industry. In this period less renewal applications were received as a result of resignations, contract terminations, site closures etc. Fewer new applications were also processed in this period under review.

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 - 452	303	45	43	22	38	1
Bookmakers - 150	130	7	11	0	2	0
Totalisator - 60	53	0	4	0	3	0

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 enforces demographic composition via its oversight responsibility on the B-BBEE Act and the Board sets levels for each sector of the gambling industry and closely monitors its 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. Whereas 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. It must be noted that since the start of the COVID-19 lockdown, there have been requests by site owners and licence holders to close their operations as the cost of the lockdown was too debilitating.

The impact of the COVID-19 pandemic on the Board's operations and service delivery is outlined below:

- The revenue for the Board is being impacted by the request for dispensation;
- Growing transition from face to face interaction to online training initiatives;
- Communication via emails or alternative measures takes a bit longer as a result of remote working and limited face to face meetings with the industry; and
- Connectivity charges for working remotely is quite costly;

As part of the Office's working-from-home strategy, additional lines of communication, such as WhatsApp group chats, had to be implemented to ensure quick and efficient communication.

As the country moved to lower levels based on the Risk Adjusted Strategy to deal with COVID-19, gambling is slowly starting to recover. In the medium-term, recovery will likely depend on the efficacy of COVID-19 treatments and vaccines. It is probable, however, that COVID-19 will have a longer-term impact on gambling. The Board had to change its approach to adopt to the "new normal" and will continue to be flexible to respond to further disruptions brought about by the COVID-19 pandemic. With the "new normal" the Office of the Board has been operating remotely and conducting all official meetings, i.e. Board, Committee, Internal and Gambling Industry meetings online, allowing the Office of the Board to operate efficiently as an organisation.

Employee wellness and safety is of paramount importance to the Board and methodologies are sought that will both keep the employees safe, while ensuring that the Board honours its mandate.

The use of electronic devices and virtual platforms are employed in order to perform the mandated functions remotely with the added assurances that all information is secure and kept confidential.

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 1 January 2022.

Programme	Approved Posts	No. of employees	Vacancies
Administration	9	8	1
Executive	7	7	0
Management	7	7	0
Compliance	25	23	2
Licencing	22	19	3
ICT	4	4	0
TOTAL	74	68	6

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.

To ensure optimal resource utilisation and to achieve its objectives, the Board intends conducting an organisational review of its macro-structure during the MTEF period. The current structure was last reviewed and approved in 1997.

Operational disruption at the Board was minimised as employees were enabled to work remotely. Remote working has become a new norm, and it is envisaged that it will become an established practice in the future. The COVID-19 pandemic has accelerated the demand for digitalisation of services.

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 needs analysis conducted in terms of performance outcomes per individual and will address, amongst others, the critical competencies aligned to strategic objectives.

The Employee Wellness programme (EWP) is an effective and well-managed programme. A key function of an 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. However, the appointment of African males and females remain a priority even though it has shown some improvement. In preparation for the review of Employment Equity Plan, which expires in June 2021, the Board will conduct an analysis as prescribed in s19(1) of the Employment Equity Act to determine the degree of under representation from designated groups in various occupational levels and identify employment barriers which adversely affect people from designated groups.

To ensure the Board is adequately capacitated, it endeavours to strengthen its capabilities through necessary education, improved skills development, better infrastructure, 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,

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. The Board's decisions and actions are often challenged based on the vested economic interest of licence holders and other role-players. As a regulator, the Board considers broader public interest issues and not purely the commercial interest. This results in the Board making sufficient litigation budget available and expending considerable time to participate in litigation processes.

Stakeholders

The Board, as a governmental public entity, has a wide range of stakeholders. These include the Western Cape Provincial Government; Western Cape Minister for Finance and Economic Opportunities, Western Cape Provincial Treasury, the WCGRB workforce, Gambling and Betting Licensed Entities, Western Cape population, suppliers, the environment and the media.

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 the different categories of licences couched in Section 35 of the National Gambling Act to the National Gambling Board.

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

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 general 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 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 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, monthly GLC meetings have been instituted to improve communication between the parent department and the Executive Committee.

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.

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.	<p>Board and Administration</p> <p>This programme consists of the following:</p> <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 racing in Western Cape Province. The Board also has the mandate of collecting gambling taxes and levies for the Western Cape Provincial Fiscus.

Even though the Board's activities cannot be directly linked to all the key strategic priorities outlined in the Government's Plan of Action, the contribution to the Provincial Fiscus through the collection of taxes and levies as well as the Corporate Social Investment by the Board's Licence Holders indirectly contributes to the key strategic priorities.

In the award of gambling licences and the licence conditions set by the Board, the Board's mandate gives effect to two VIP's, viz Empowering people, Growth and Jobs.

The Constitution requires all spheres of government to provide effective, efficient, transparent, accountable and coherent government for the Republic to secure the well-being of the people and the progressive realisation of their constitutional rights.

It is further 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.

Regulating the gambling industry is therefore not only confined to the operators/licensees in the Western Cape. 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.

It is therefore 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 actives of the Board are directly linked to the strategic key priority of the Western Cape Government of Innovation across government and culture change in the Western Cape especially where it concerns a corruption-free Western Cape.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Per- formance	MTEF Targets		
			2018/ 19	2019/ 20	2020/ 21	2021/22	2022/ 23	2023/ 24	2024/ 25
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 2022/23 year	14	16	19	13	13	13	13
		1.2 Board resolutions actioned by next Board meeting	93% (150 out of 162)	97% (66 out of 68)	94%	95%	95%	95%	95%
	Licence holders' CSI Commitments complied with.	1.3 Number of operators' CSI programmes verified by Board Committees	4	5	5	6	6	6	6
	Public awareness of the Board's role and functions.	1.4 Number of awareness programmes participated in	4	4	4	4	8	8	8
	Legal opinions drafted to guide Board and Office on legal implications of decisions taken.	1.5 Number of legal opinions prepared and submitted	48	39	36	36	36	34	34
	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	4	3	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	

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
1.1	Number of quorate meetings of Board members for 2022/23 year	13	3	3	4	3
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 participated in	8	2	2	2	2
1.5	Number of legal opinions prepared and submitted	36	9	9	9	9
1.6	Number of Regulatory reports timeously submitted to Department of Labour	1	N/A	N/A	N/A	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

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	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2018/19	2019/20		2020/21	2021/22	2022/23
Board and Administration	21 781	25 506	17 280	27 057	27 405	30 335	29 081
Current Payments	21 219	22 899	17 240	26 593	27 057	27 869	28 717
Compensation of employees	13 610	14 085	13 326	14 607	15 930	16 249	16 574
Goods and services of which:	7 609	8 814	3 914	11 986	11 127	11 620	12 143
Administration	5 843	6 971	3 779	10 882	9 614	10 039	10 492
Consultants, contractors and special services	605	722	134	1 104	911	952	994
Travel and subsistence	1 161	1 121	1	0	602	629	657
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	562	2 607	40	464	348	2 466	364
Buildings and other fixed structures	0	0	0	0	0	0	0
Machinery and equipment	69	2 005	40	464	348	2 466	364
Transport Equipment	493	602	0	0	0	0	0
Total	21 781	25 506	17 280	27 057	27 405	30 335	29 081

- 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.
- The compensation of employees' budget for FY2023 includes the provision for salary adjustments as per the 2021 wage agreement and the annual pay progression in terms of the annual performance review cycle.

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.	Board rendered ineffective due to: <ul style="list-style-type: none"> • Outdated and ambiguous legislation and policies • Delays in legislative reform process 	<p>The Office of the Board submits recommendations to the Western Cape Provincial Treasury and Minister in respect of amendments to the Act, as and when necessary.</p> <p>The Office of the Board obtains external legal advice/opinions when necessary.</p>

Outcome	Key Risks	Risk Mitigation
	<p>Board unable to perform its mandate due to:</p> <ul style="list-style-type: none"> • Uncertainty of funding of the Boards operations. • Decline in statutory fees collected from Licenced Operators (retrenchments, etc.) • Loss of revenue from Licence Holders migrating to other Provinces. 	<p>The Board awaits the adoption of the 19th Amendment Act which will significantly assist in the funding of the Board.</p>
	<p>Board rendered ineffective due to delays in achieving timeous appointment of new Board members.</p>	<p>The Board's process is to timely inform the Minister of pending vacancies on the Board whereby the Minister can extend the term of a Board Member, if required.</p> <p>The Office of the Board employs rescheduling of meeting and in emergencies, round robin process to ensure that the Board remains effective.</p>
	<p>Ineffective and inefficient utilisation of the Boards structures and resources due to:</p> <ul style="list-style-type: none"> • Skills gap • Organisational design • Resource constraints • Undue influence by stakeholders • Low staff morale and resistance to change 	<p>To ensure effective and efficient utilisation of the Board's structures and resources, the Office of the Board ensures proper planning of resources and ensure that adequate budgetary provision is made to achieve the Board's mandate.</p> <p>Staff members are required to complete declaration of interest to avoid undue influence by stakeholders.</p> <p>To address low staff morale and resistance to change, the Office of the Board ensures regular staff engagements and change management interventions, where needed.</p>
	<p>Incorrect decisions brought about by the Board as a result of inadequate and/or inaccurate information.</p>	<p>Submissions before the Board are reviewed by the Chief, HOD, CEO, relevant Committee of the Board, ensuring that the Board takes informed decisions based on sophisticated verification system and processes.</p> <p>Stakeholders of the Board is also afforded the opportunity to engage the Board, where necessary.</p> <p>To ensure that the Board keeps abreast with the latest developments in the industry, Board Officials attends national and international regulatory conferences and forums.</p>
	<p>Mandate threatened and loss of stakeholder trust due to undue influence by parent department/Minister.</p>	<p>The Chairperson continues to engage the Minister on the mandate of the Board and its independent authority as espoused in the Western Cape Gambling and Racing Act, with the separation of powers being adhered to.</p>

Outcome	Key Risks	Risk Mitigation
	Significant disruption to critical business operations due to any adverse events.	The Office of the Board has a Business Continuity Management Plan in place to sustain the operation of critical business services following a disaster or adverse event.
	Loss of licence holders to other provinces that are able to offer emerging gaming contingencies, resulting in the Board's own revenue being eroded.	The Board is in the process of reviewing the gambling landscape and gambling opportunities in the Western Cape.
	POPIA Non-compliance due to employees not being adequately trained on the Board's POPIA procedures in time, could result in the incorrect actions being taken.	Training of employees on POPIA as well as the Board's POPIA policy and practices.
	Resources stretched resulting in sub-standard work due to increased workload.	Proper planning of resources and employment of temporary employees to assist.
	Accommodation logistics being left to the last minute resulting in undue administrative wrangling with the uncertainty of future accommodation for the Board.	The Office of the Board compiled an accommodation plan which include activities and timelines to ensure that the accommodation needs of the Board are addressed in a timely manner.
	Non-compliance with legislative prescripts e.g. Lack of review of organisational development and design in terms of Public Policy Prescripts.	Review of applicable prescripts to ensure compliance and awareness thereof.
	Board unable to perform its full mandate relative to responsible gambling as a result of the slow implementation of the National self exclusion register.	The Board is seeking assistance from the Provincial MEC, to engage the National Minister of Trade, Industry and Commerce, to host National Gambling Policy Council meetings.

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 key priorities:

- **A safe Western Cape where everyone prospers:** 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 and Jobs:** By recommending gambling licence applications to the Board or CEO for approval, 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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.	90%	92%	91%	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

Table: Licensing

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Licensing	13 738	14 175	12 718	14 506	15 383	15 700	16 024
Economic Classification							
Current Payments	13 543	14 174	12 718	14 506	15 383	15 700	16 024
Compensation of employees	13 167	13 973	12 546	14 244	14 996	15 296	15 602
Goods and services of which:	376	201	172	262	387	404	422
Administration	166	56	88	162	133	139	145
Consultants, contractors and special services	51	76	84	100	104	109	114
Travel and subsistence	159	69	0	0	150	156	163
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	195	1	0	0	0	0	0
Machinery and equipment	195	1	0	0	0	0	0
Total	13 738	14 175	12 718	14 506	15 383	15 700	16 024

- The Licensing Department is one of the operational departments of the Board focusing on addressing 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.
- The compensation of employees' budget for FY2023 includes the provision for salary adjustments as per the 2021 wage agreement and the annual pay progression in terms of the annual performance review cycle.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Persons conducting business in the gambling industry are suitable.	Unsuitable persons are recommended for licensing due to: <ul style="list-style-type: none"> • Skills gap in terms of investigation techniques • Insufficient resources • Undue influence by stakeholders 	The Licensing Process is executed based on Standard Operating Procedures which ensures that processes are fair and consistent. Staff members are required to complete declaration of interest to avoid undue influence by stakeholders. Resources are adequately planned to ensure the Board's mandate is fulfilled.
	Delay or not issuing licences timely due to incorrect use of the licensing application platform by operators.	Training being provided to licence holders and WCGRB staff is available assistance where needed.

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 key priority:

- A safe Western Cape where everyone prospers: 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		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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	1 306	1 138	29	1 300	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	100%	81,4%	40%	100%	100%	100%	100%
	Identified Regulatory Compliance Business Process improvements	3.3 Research report on the challenges and opportunities in respect of automation processes in the Regulatory Compliance department.	New PI	New PI	New PI	New PI	1	N/A	N/A

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	Research report on the challenges and opportunities in respect of automation processes in the Regulatory Compliance department.	1	N/A	N/A	1	N/A

Planned performance over the medium-term period

- 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.

- b. 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.
- c. With the illegal gambling operations taking on different forms, the Department will embark on training initiatives to stay abreast of such new developments.
- d. Build, maintain and enhance relationships with the relevant enforcement agencies to ensure a shared vision regarding illegal gambling.
- e. Conducting research into new forms of gambling and the impact that it could have for the Province.

Programme Resource Considerations

Table: Regulatory Compliance

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Regulatory Compliance	16 232	17 039	16 024	18 014	18 039	18 426	18 822
Economic Classification							
Current Payments	16 025	16 969	16 024	18 014	18 039	18 426	18 822
Compensation of employees	14 840	15 917	15 910	16 937	16 973	17 312	17 659
Goods and services of which:	1 185	1 052	114	1 077	1 066	1 114	1 163
Administration	282	224	78	291	252	265	275
Consultants, contractors and special services	0	0	0	0	0	0	0
Travel and subsistence	903	828	36	786	814	849	888
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	207	70	0	0	0	0	0
Machinery and equipment	207	70	0	0	0	0	0
Total	16 232	17 039	16 024	18 014	18 039	18 426	18 822

- 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.
- Travel and subsistence for the entity as a whole has been budgeted under this Programme.
- Training and development for all staff has been budgeted under Board and Administration.
- The compensation of employees' budget for FY2023 includes the provision for salary adjustments as per the 2021 wage agreement and the annual pay progression in terms of the annual performance review cycle.

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)	Inability to detect non-compliance with legislative provisions and regulatory requirements, due: <ul style="list-style-type: none"> Audit techniques and approach not suitable Undue influence by licence holders Inadequate resources 	<p>The Office of the Board attends national and international industry specific conferences, workshops and training to ensure that audit approach and techniques are up to date.</p> <p>Staff members are required to complete declaration of interest to avoid undue influence by stakeholders.</p> <p>Resources are adequately planned to ensure the Board's mandate is fulfilled.</p>
	Proliferation of illegal gambling operations impacting on the provincial economy.	The Office of the Board follows up on allegations of illegal gambling within 30 days of report of allegations. The Board also has a network of Confidential Informers and good working relationships with other Law Enforcement Agencies.

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 has established a cohesive, enterprise-wide ICT architecture to support Board's strategic objectives. The ICT environment has advanced and are evolving in support of 4IR through digitalisation and automation of the Board's business processes. The department has an additional role of providing strategic and innovative solutions to several programmes of the Board.

The activities of Programme 4 are therefore directly linked to the strategic key priority of Innovation and Culture by building capacity for adaptive governance and management and innovation.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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%	96%	96%	97%	97%	97%

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Continuous knowledge and skills enhancement	4.2 Number of ICT talent capacity competency activities accomplished.	65	71	99	68	80	80	80
	Continuous availability of ICT systems	4.3 Average percentage ICT information systems availability / uptime	98.31%	99.86%	99.92%	97%	98%	98%	98%

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	97%	97%	97%	97%	97%
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%	N/A	N/A	N/A	98%

Planned performance over the medium-term period

The Information and Communication Programme are at the forefront of technological advancement and to stay abreast of new developments, the department subscribe to and attend to product/technical forums and workgroups, along with keeping informed through formal/self-education.

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 a continuous learning methodology 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 implemented ICT solutions and systems.

Over the medium term the department will also focus on streamlining the implemented online licence application system (Genesis) by enhancing the automated processing of gambling licences. Work on the digitisation of compliance audits as a next development cycle which requires proper planning, business analysis, budget setting and procurement, for the Regulatory Compliance business process automation.

Programme Resource Considerations

Table: Information and Communication Technology

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2018/19	2019/20		2020/21	2021/22	2022/23
Information and Communication Technology	6 957	10 188	7 138	10 226	10 700	11 006	11 533
Economic Classification							
Current Payments	6 126	6 271	5 931	7 260	6 827	7 059	7 299
Compensation of employees	2 538	2 635	2 755	2 899	2 969	3 028	3 089
Goods and services of which:	3 588	3 636	3 176	4 361	3 858	4 031	4 210
Administration	3 088	3 373	2 705	3 632	3 115	3 255	3 399
Consultants, contractors and special services	460	150	471	729	643	672	702
Travel and subsistence	40	113	0	0	100	104	109
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	831	3 917	1 207	2 966	3 873	3 947	4 234
Machinery and equipment	478	372	31	1 266	2 523	2 635	2 754
Software and Intangible Assets	353	3 545	1 176	1 700	1 350	1 312	1 480
Total	6 957	10 188	7 138	10 226	10 700	11 006	11 533

- 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.
- The increase in the budget since the prior year relates to the procurement of computers as well as further development of the Licensing Automation Project.
- 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.
- The compensation of employees' budget for FY2023 includes the provision for salary adjustments as per the 2021 wage agreement and the annual pay progression in terms of the annual performance review cycle.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Innovative, functional, reliable and secure ICT solutions and systems provided.	ICT systems and solutions are not functional, reliable, innovative and secure due to: <ul style="list-style-type: none">• Resource constraints, data breaches, malware, power failures or network outages.	Proper planning of resources (in terms of budget and skilled resources). Ongoing monitoring and managing of the ICT environment in terms of established policies and procedures.



MEASURING OUR PERFORMANCE

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 2022/23 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.			
Key Beneficiaries	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG			
Purpose	To ensure that the Board complies with its legislated mandate.			
Source of data	Board Minutes			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Chief Executive Officer			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
Assumptions	Board meetings are held on a monthly basis, except for December of each year.			
Means of verification	Minutes of the meetings			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From 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			
Key Beneficiaries	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG			
Purpose	Give effect to Board resolutions timely			
Source of data	Board minutes			
Method of calculation	Number of qualifying resolutions given effect to divided by total number of qualifying resolutions multiplied by 100			
Calculation type	<input type="checkbox"/> 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	
Indicator responsibility	Chief Executive Officer			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven		
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From 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.			
Key Beneficiaries	WC Public at large especially within the catchment areas of licence holders			
Purpose	To ensure compliance with CSI commitments.			
Source of data	Committee minutes			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Chief Executive Officer			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input checked="" type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
Assumptions	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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From the Office of the WCGRB			

Indicator number	1.4			
Indicator title	Number of awareness programmes participated in			
Short definition	Interventions which informs the general public about the gambling industry and the role of the gambling board.			
Key Beneficiaries	Western Cape citizens			
Purpose	Create awareness amongst the public in the Western Cape Province regarding the Board's role and mandate.			
Source of data	Visitation/Intervention reports			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Chief Executive Officer			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From the Office of the WCGRB or it can be emitted electronically			

Indicator number	1.5			
Indicator title	Number of legal opinions prepared and submitted			
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.			
Key Beneficiaries	The Board and the Office of the Board and indirectly the industry and gambling patrons			
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.			
Source of data	Legal Services department Register and evidence file.			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Programme Manager Legal Services			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
Assumptions	Resources and skilled expertise available to research and draft legal opinions.			
Means of verification	Legal register and written opinions			
Data limitations	No specific limitation			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input checked="" type="checkbox"/> Yes, demand-driven		<input type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From the Office of the WCGRB or it can be emitted electronically.			

Indicator number	1.6			
Indicator title	Number of Regulatory reports timeously submitted to Department of Labour.			
Short definition	Timely submission of the Boards Employment Equity Report to the Department of Labour			
Key Beneficiaries	The office of the Board and the Department of Labour.			
Purpose	To ensure a compliance regulatory environment			
Source of data	Internal database, information collected through audits, etc.			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input 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	
Indicator responsibility	Manager: Human Resources			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> No Link	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
Assumptions	Resources and skilled expertise available in HR to submit accurate and complete information to the Department of Labour.			
Means of verification	Employment Equity Annual Report			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From 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.			
Key Beneficiaries	The office of 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			
Source of data	Internal database, information collected through audits, etc.			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Manager: Human Resources			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> No Link	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From 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 			
Key Beneficiaries	Users of the financial statements, Provincial Treasury, Board, Board Committees			
Purpose	Ensure an electronic procedure manual aligned to policies and current best practices.			
Source of data	WCGRB accounting and administrative records			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	HOD: Administration and Finance			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	<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>			
Recovery plan focus areas	<input type="checkbox"/> Jobs <input checked="" type="checkbox"/> No Link	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
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.			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	From the Office of the WCGRB			

2. Programme 2: Licensing (TID)

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			
Key Beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations			
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			
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 			
Method of calculation	System generated reports (GAMS) New applications (key and gambling) received processed within 30 days of receipt divided by total of number of new applications approved multiplied by 100			
Calculation type	<input type="checkbox"/> 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 checked="" type="checkbox"/> Higher than target	<input type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Head of Department: Licensing			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input checked="" type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
<input checked="" type="checkbox"/> Yes, demand-driven		<input type="checkbox"/> No, not demand-driven		
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	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 with the required timeframe			
Key Beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations			
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.			
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. 			
Method of calculation	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 approved multiplied by 100			
Calculation type	<input type="checkbox"/> 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 checked="" type="checkbox"/> Higher than target	<input type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Head of Department: Licensing			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input checked="" type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
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			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input checked="" type="checkbox"/> Yes, demand-driven		<input type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	At the Office of the Board.			

3. 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.			
Key Beneficiaries	The general public who partake in such gambling and betting activities.			
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.			
Source of data	Assessment Reports			
Method of calculation	Simple count of the number of assessments carried out.			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Head of Department: Regulatory Compliance			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
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			
Data limitations	Uncertainty regarding the number of licensed premises that will open and close during the year.			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	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.			
Key Beneficiaries	Inhabitants of the Western Cape but specifically the communities in which such illegal gambling takes place.			
Purpose	To curb illegal gambling in the Western Cape.			
Source of data	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	<input type="checkbox"/> 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	
Indicator responsibility	Head of Department: Regulatory Compliance			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input type="checkbox"/> New Way of Work
Assumptions	N/A			
Means of verification	Recording in the Illegal Gambling Register			
Data limitations	Investigations may require the assistance of other law enforcement agencies and this could hinder our progress			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	At the Office of the Board.			

Indicator number	3.3			
Indicator title	Research report on the challenges and opportunities in respect of automation processes in the Regulatory Compliance department.			
Short definition	This indicator spans over only one financial year and the entire report recommendations must be concluded as the following year the implementation process will commence			
Key Beneficiaries	Board Members			
Purpose	The current demand on the Boards processes coupled with technological advancements make it critical to consider more automation to the current manual processes			
Source of data	Internal documents within the Board and the department			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> 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	
Indicator responsibility	Head of Department: Regulatory Compliance			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input type="checkbox"/> Single Location	<input checked="" type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input type="checkbox"/> Safety	<input type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
Assumptions	N/A			
Means of verification	Internal Reports and previous submissions			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	Is this a demand-driven indicator?			
<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven		
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	At the Office of the Board.			

4. Programme 4: Information and Communication Technology (TID)

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 • Infrastructure Changes 			
Key Beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers)			
Purpose	The timely update and maintenance of all hardware, software and network infrastructure.			
Source of data	Audit logs, the service desk database, maintenance downtime records and procurement information. Monthly availability reports generated by the operations monitoring system.			
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 • Total number of management (update/deploy/install) events divided by total number of automated instances/request received multiplied by 100 			
Calculation type	<input type="checkbox"/> 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	
Indicator responsibility	Head of Department: Information Technology			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input checked="" type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
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
Data limitations	None
Type of indicator	Is this a service delivery Indicator?
	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, direct service delivery
	Is this a demand-driven indicator?
	<input type="checkbox"/> Yes, demand-driven <input checked="" type="checkbox"/> No, not demand-driven
COVID-19 linkage	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Implementation Data - AOP (Key deliverables and actions)	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 			
Key Beneficiaries	The Office of the Board.			
Purpose	Ensure users are computer literate and assist in mitigating security and governance risks			
Source of data	Training register, calendar entries, confirmation emails, online registrations, SCM training requests.			
Method of calculation	Simple count			
Calculation type	<input type="checkbox"/> Cumulative	<input checked="" type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	<input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> On target	<input type="checkbox"/> Lower than target	
Indicator responsibility	Head of Department: Information Technology			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District	<input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward	<input type="checkbox"/> Address
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes	
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input checked="" type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
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.			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	At the Office of the Board.			

Indicator number	4.3			
Indicator title	Average percentage ICT information systems availability / uptime			
Short definition	<ul style="list-style-type: none"> Collective average measure in percentage of all Information and Communication systems available / uptime over a calendar year 			
Key Beneficiaries	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).			
Purpose	To provide highly reliable and secure information and communication systems			
Source of data	<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 			
Method of calculation	Cumulative average percentage calculation for ICT production servers availability or uptime over 12 months: Average = Sum of Server % availability or uptime / number of servers			
Calculation type	<input type="checkbox"/> 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	
Indicator responsibility	Head of Department: Information Technology			
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A			
Spatial context (Relevant where products and services are delivered, specifically to the public)	Number of locations:	<input checked="" type="checkbox"/> Single Location	<input type="checkbox"/> Multiple Locations	
	Extent: N/A	<input checked="" type="checkbox"/> Provincial	<input type="checkbox"/> Local Municipality	<input type="checkbox"/> Address
		<input type="checkbox"/> District	<input type="checkbox"/> Ward	
	Detail / Address / Co-ordinates: N/A			
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes			
Disaggregation of beneficiaries (Human Rights groups, where applicable)	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A			
Recovery plan focus areas	<input type="checkbox"/> Jobs	<input checked="" type="checkbox"/> Safety	<input checked="" type="checkbox"/> Well-being & dignity	<input checked="" type="checkbox"/> New Way of Work
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.			
Data limitations	None			
Type of indicator	Is this a service delivery Indicator?			
	<input checked="" type="checkbox"/> No		<input type="checkbox"/> Yes, direct service delivery	
	<input type="checkbox"/> Yes, demand-driven		<input checked="" type="checkbox"/> No, not demand-driven	
COVID-19 linkage	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Implementation Data - AOP (Key deliverables and actions)	At the Office of the Board.			



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	Outcome Indicator	Baseline	Five year target
Gambling and betting activities in the Western Cape are compliant with legislative provisions and regulatory requirements (Revised)	Number of audit reports on the compliance of licence holders	1 245	7 800

Reason for change: The outcome has been amended to correctly reflect the actual activity and outcome

12. Programme 2: Licensing (TID)

Indicator number	2.1		
Indicator title	Percentage of recommendations for licensing concurred with by the relevant decision maker.		
Desired performance	Higher than target:	On target: X	Lower than target:

Reason for change: Incorrect desired performance now corrected.

13. Programme 3: Regulatory Compliance (TID)

Indicator number	3.1		
Indicator title	Number of audit reports on the compliance of licence holders		
Short definition	By carrying out compliance audits the Programme aims to ensure that the licensed activities are operated within the legislative prescripts and are conducted in an honest, fair and criminal free environment		
Data limitations	Uncertainty regarding the number of license holders operational during the year.		
Desired performance	Higher than target:	On target: X	Lower than target:

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

To obtain additional copies of this document, please contact:

Western Cape Gambling and Racing Board

100 Fairway Close

Parow

7500

Tel: 021 480 7400

Email: ceo@wcgrb.co.za
