

Western Cape Gambling and Racing Board



Western Cape Gambling and Racing Board
Annual Performance Plan
2024/2025

**WESTERN CAPE
GAMBLING
AND
RACING BOARD**

**ANNUAL
PERFORMANCE
PLAN**

2024/2025

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.

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

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

In setting out the WCGRB's Annual Performance Plan for 2024/25, guidance was taken from key strategies of the Western Cape Government, including the Provincial Strategic Plan, the Western Cape Recovery Plan, and the Growth For Jobs (G4J) economic strategy. The Provincial Strategic Plan and the Western Cape Recovery Plan provide the context for the budget policy priorities of Growth for Jobs, Safety, and Wellbeing supported by the enablers of Innovation, Culture and Governance, with the G4J Strategy setting out a clear path to enabling 'breakout' economic growth needed to lift many more people out of poverty and into prosperity.

With the aim of enabling a R1 trillion jobs-rich, diverse, sustainable economy, growing at a rate between 4% and 6% annually, the WCGRB has a role to play in assisting the province in reaching this goal.

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

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

The WCGRB has my full support as they set about implementing the 2024/25 Annual Performance Plan to ensure the objectives and programmes achieve maximum benefit for all who live in the Western Cape.

Ms Mireille Wenger

Provincial Minister of Finance and Economic Opportunities

Accounting Authority Statement

It gives me great pleasure to present, on behalf of the Board, the Annual Performance Plan (APP) of the Western Cape Gambling and Racing Board for the 2024/25 financial year. This Board's 2024/25 APP is rooted in the principles and targets of the development trajectory as set out in South Africa's National Development Plan.

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

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

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

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

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

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

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



Mr Claude Bassuday
Chairperson of the Board

Official Sign-off

It is hereby certified that this Annual Performance Plan:

- was developed by the members of the Board and the management of the Western Cape Gambling and Racing Board under the guidance of Minister M Wenger;
- was prepared in line with the 2020-2025 Strategic Plan of the Western Cape Gambling and Racing Board; and
- 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 2024/2025.

Ms Sweetness Sixubane
Manager: Human Resources



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
Chairperson of the Board



Approved by:

Ms Mireille Wenger
Provincial Minister of 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
AI	Artificial intelligence
APP	Annual Performance Plan
AOP	Annual Operation Plan
B-BBEE	Broad-Based Black Economic Empowerment
Board	Western Cape Gambling and Racing Board
board	Collective of non-executive Board members
BPA	Business Process Automation
CATHSSETA	Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority
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
DOI	The Department of Infrastructure
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

Abbreviation/ Acronym	Description
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
POPIA	Protection of Personal Information Act, 2013
PSP	Provincial Strategic Plan
RFI	Request for Information
RFP	Request for Proposal
SARS	South African Revenue Service
SAPS	South African Police Services
SARGF	South African Responsible Gambling Foundation
SASSA	South African Social Security Agency
SCA	Supreme Court of Appeal
SC	Senior Counsel
SCM	Supply Chain Management
SCOFEOT	Western Cape Provincial Parliament's Standing Committee on Finance, Economic Opportunities and Tourism
SOP	Standard Operating Procedures
SP	Strategic Plan
Act	Western Cape Gambling and Racing Act, 1996
TID	Technical Indicator Descriptions
TIPS	Trade and Industrial Policy Strategies
TR	Treasury Regulations
Type A LPM Site	LPM Sites with up to 5 LPMs
Type B LPM Site	LPM Sites with 6 to 20 LPMs
Type C LPM Site	LPM Sites with 21 to 40 LPMs
Type D LPM Site	Independent LPM Site Operator
UAMP	User Asset Management Plan
UPS	Uninterrupted Power Supply
WC	Western Cape
WCG	Western Cape Government
WCGRB	Western Cape Gambling and Racing Board
WCPT	Western Cape Provincial Treasury
WSP	Work Skills Plan
Western Cape	The Province of the Western Cape

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OUR MANDATE



A

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 and 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.

Compensation for Occupational Injuries and Diseases Act, 1993 (Act 130 of 1993) as amended

This Act established a legal framework for compensation for disablement caused by occupational injuries or disease sustained or contracted by employees in the course of their employment or for death resulting from such injuries or diseases; and to provide for matters connected therewith.

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.

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. In terms of the amendment to the legislation, the Board, together with other Provincial Gambling Boards, is no longer a supervisory body, notwithstanding the fact that the licence holders of the Board are accountable institutions.

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

This Act establishes a framework for the national, provincial and local governments to promote and facilitate inter-governmental relations to provide mechanisms and procedures to facilitate the settlement of inter-governmental 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, the regulation of the appointment and functions of health and safety representatives; an employee being informed of an occupational disease which he has contracted; the regulation of the prohibition on victimisation; 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 organisations 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's 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.

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. The PFMA 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 issue, 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 Western Cape Gambling and Racing Act, the National Gambling Act, the PFMA, National Treasury Instructions, Provincial Treasury Instructions and such other laws and regulations applicable to the Board.

The Board's Strategic Focus for the 2024/25 Financial Year is outlined below:

- 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;
- Implementation of the approved Organisational Structure Review Outcome;
- Technological Advancements for the WCGRB; and
- Safe and Responsible Gambling.

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

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

1. **Growth for Jobs (G4J)** will be supported by expanding infrastructure spending, enhancing skills, and providing short-term employment opportunities.
2. **Safety** will be enhanced by initiatives that includes policing and police oversight, violence prevention interventions that focus on safety hotspots and combating gender-based violence.
3. **Wellbeing** will follow a life-course approach through strong foundations, increased wellbeing, building social cohesion and service, and meeting basic needs and protecting human rights.
4. The Provincial Priorities are supported by the enabler of **Innovation, Culture and Governance**: Building capacity for adaptive governance and management, innovation, governance for service delivery impact, and making the WCG an employer of choice in the Province. It also includes keeping corruption out of the Western Cape.

In terms of Section 4 of the Act, the main object of the Board 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 betting in the province of the Western Cape and is therefore not a service delivery public entity. For this reason, the Board's activities and outcomes cannot be directly linked to some of the budget policy priorities. During its strategic planning

processes, the Board assessed the alignment of its plans with the budget policy priorities. These alignments are disclosed in Part C: Measuring our Performance under each programme.

The Board's strategy for FY2025 will be informed and guided by the Western Cape Recovery Plan to ensure that, as an organ of state, it assists the Western Cape Government, by giving effect to the budget policy priorities of Growth for Jobs, Safety, and Wellbeing; supported by the enablers of Innovation, Culture and Governance.

The Board embarked 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. A formal tender has been advertised in the open market and the Board has appointed a service provider, Mthente Research and Consulting Services, to conduct the research. The expectation is that the research will be concluded during the 2024/25 financial year.

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

3. Relevant Court Rulings

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

The Court held that the regulation of gambling, and casinos in particular, is a Schedule 4 concurrent competence in the Constitution, in that both national and provincial legislation may be passed in relation to same. Furthermore, the National Gambling Act 33 of 1996 vests control and the regulation of gambling in independent boards at national and provincial level. Section 2(2) of the Western Cape Gambling and Racing Act provides that the right to carry on any gambling within the Province vests exclusively in the Board. The Court held that Section 37(1) (j) of the provincial Act meant that the competence to require guarantees are vested with 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.

THE WESTERN CAPE GAMBLING AND RACING BOARD AND ANOTHER V SUNWEST INTERNATIONAL t/a GRANDWEST CASINO & ENTERTAINMENT WORLD AND ANOTHER (EASTERN CAPE GAMBLING BOARD AS AMICUS CURIAE) (CASE No 1330/2021) [2023] ZASCA 118 (04 SEPTEMBER 2023)

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

The Court granted the aforementioned order and held that Freeplay credits do not form part of taxable revenue in terms of Section 64 of the Act read with Schedule III. The Board resolved to appeal the judgement, after having obtained legal advice on the prospects of success on appeal. The Minister and the Board were granted leave to appeal to the SCA.

The SCA held that there is no distinction in the language (nor ambiguity) used in the definition of the “drop” between own resource credits and Freeplay credits deducted from a player’s account. The “drop” is “the amount deducted from players’ slot account as a result of slot machine play” and what is sought to be taxed is the gambling and betting activity. The Court held that the fact that a licence holder makes no gain or derives no benefit from a gambling transaction is irrelevant in the assessment of liability for gambling tax. This would mean that the word “revenue” must be read into the definition of the “drop”. The appeal was upheld and the order of the full bench of the Western Cape High Court was set aside and replaced with the order “The application is dismissed”. The Applicants applied for leave to appeal to the Constitutional Court.

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 Court delivered judgement and set aside Clause 1.1(b) of the 1999 Policy Determinations that introduced the regional exclusivity for the five casinos in the Province as invalid and of no force and effect. The Court declared that Clauses 1.1(c) and (d), which specify the 10-year exclusivity period applicable to casino operator licences, expired by effluxion of time and is no longer operative. Furthermore, the Court confirmed that the Board is authorised to consider applications for relocation of a casino in accordance with the Act. The Court re-affirmed the principle of separation of powers and the status of Policy *vis-à-vis* legislation.

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

A role-player in the gambling industry applied for a review, coupled with an interdict in the High Court, requesting the Court to direct that the Board refrains from implementing its decision to allocate the remaining 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. On appeal, the SCA upheld the appeal and set aside the High Court order. The SCA confirmed that the Board's decision was lawful and that the Board acted pursuant to a reservation of rights in terms of the Request for Proposal issued.

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

Four licence holders challenged the Board's authority to impose conditions to foster and give effect to broad-based empowerment in the Western Cape High Court and the Court found in favour of the Board. The Court held that the Board is empowered to impose BBBEE-related conditions on licence holders, did not rigidly fetter its discretion in deciding to impose the impugned condition and it did not act unreasonably nor irrationally when it imposed the impugned condition. The Applicants appealed to the SCA. The SCA confirmed that the Board is clothed with the competence to impose licence conditions concerning B-BBBEE in terms of Section 53 of the National Gambling Act, but set aside the 2017 B-BBEE conditions imposed as the Court opined that the Board did not satisfy the pre-conditions required by the empowering provision for having imposed the conditions.

OUR
STRATEGIC
FOCUS

B

PART B: Our Strategic Focus

1. Situational Analysis

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

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

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

1.1 External environment analysis

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

Economy

The global economic arena faces slow growth, soaring inflation, and burgeoning debts, compounded by supply chain disruptions, geopolitical tensions, and environmental concerns. China's post-pandemic recovery is decelerating due to declining exports and muted domestic spending. Furthermore, its volatile real estate sector has the potential to trigger global financial disruptions. South Africa's economic recovery is also undermined by domestic challenges, including the extended energy crisis. However, South Africa is projected to experience a mild economic rebound by 2024 (1.8%), anchored by sectors like Finance and Mining.

The Western Cape's decade-long economic growth has been moderate but consistent, driven by sectors like Finance and Agriculture. However, energy challenges, inefficiencies at the Port of Cape Town, and transport issues curtail further growth. Amidst these challenges, renewable energy presents a promising solution, but grid capacity remains a constraint.

The Western Cape faces mounting pressure from lackluster global and national economic growth. This stagnant landscape has driven sharp decreases in tax collections, resulting in potential cutbacks in the national budget allocations for the Western Cape. Compounded by increased in-migration and rising social demands, the WCG stands at a crossroads.

This economic stress is exacerbated by national challenges: a crippling electricity crisis, a defunct public railway system, and sluggish port operations. Without decisive action it is likely that the previous decade's tepid economic growth may persist. Given these factors, the WCG must brace for tightened budgets and surging service delivery demands. Simply put, the WCG must innovate in order to "do more with less", and to do so in practical partnerships with communities and businesses across the Province.

The WCG should sharpen its focus on efficiency to navigate these challenges. This means leveraging automation, innovation and AI technologies. An evidence led, spatially targeted approach to public programme implementation can ensure that resources are used to greatest effect in areas and at times of greatest need. Leveraging the substantial

budgets of larger departments, particularly Health and Wellness, Education, and Infrastructure, will yield the most significant impact on both socio-economic and the economic well-being of the Province. Parallely, seeking alternative funding from private and international sectors, while reviving the construction sector, is paramount.

While technology will be a transformative ally in the upcoming decade, the spatial intelligence approach is equally significant. By pinpointing specific zones for intervention, the WCG can amplify its impact, ensuring that focused efforts lead to broader benefits.¹

Given the economic situation in the country, the Board will have to be effective and efficient when conducting its operations, implementing cost containment measures where possible. The Board is also dependent on the Western Cape Provincial Fiscus for its government grant and since funding is expected to be decreased, the Board will have to relook its budget to ensure that the Board is cost-effective in performing its mandate.

Despite the poor economic conditions in South Africa, the gambling industry has experienced significant growth in gross gambling revenues during FY2023.

In terms of the National Gambling Board's Statistics for FY2022/23:

- In FY2022/23, the gambling industry GGR totalled R47.2 billion, a 37.0% increase from the previous financial year's value of R23.2 billion.
- Western Cape generated 25.9% of total gambling industry GGR of R47.2 billion, amounting to R12.2 billion for FY2022/23.
- All provinces experienced positive GGR growth over the past financial year, with the Western Cape experienced growth of 42.9%.
- The betting industry's growth over the past three financial years has led to its revenues surpassing casinos to hold a market share of 50.3% compared to 36.8% for the casino sector.
- Taxes/levies generated by the gambling industry amounted to R4.1 billion during FY2022/23. This is a 28.8% increase from the previous year's taxes/levies of R3.2 billion.
- Gauteng (28.0%) and the Western Cape (25.3%) generated the largest share of taxes/levies compared to other provinces.
- The gambling industry has historically grown at rates around 7% prior to the pandemic. The high year growth rates over the past two years are reflective of the rebound from the pandemic and the rising demand for betting.
- FY2022/23 entrenched the dominance of the betting market in the South African gambling industry, expanding its market share to 50.3%, while the other three modes shared the remaining half of the market.

The Board, for the first time ever, collected gambling taxes and levies in excess of R1 billion for FY2023, refer to the table below:

Taxes and levies collected	31 March 2023	31 March 2022
Provincial Taxes	1 072 707 983	776 730 501
Annual Licence Fees	3 891 309	3 445 987
Interest, fines and penalties	159 403	85 951
Total collected	1 076 758 695	780 262 439

¹ Provincial Economic Review and Outlook 2023

Broad Based Black Economic Empowerment

The Board's mandate is to regulate the gambling industry through the licensing of suitable, fit for purpose persons and entities to conduct gambling operations in the Province and to ensure the industry's compliance with the national and provincial gambling legislation. Through the licensing process, the Board unlocks economic opportunities while it gives effect to economic transformation and broad-based empowerment, which are government priorities at both the national and provincial levels.

The Board, as Regulator and licensing authority, is legally mandated to enforce the principles of B-BBEE in the industry it regulates and set qualifying criteria for the licences and other approvals issued. Section 10 of the B-BBEE Act empowers the Board to set qualifying criteria for the award of licences and other approvals in the gambling industry. The Board conducts comprehensive oversight over licensees' B-BBEE initiatives, their B-BBEE achievements and compliance levels. The Board's sectorial committees serve as review and advisory committees to the Board and monitors the different sectors of the industry's compliance with licence conditions imposed by the Board. In addition, the WCGRB set B-BBEE target levels for each licenced operator holder in the different sectors of the gambling industry. Licence holders' B-BBEE achievements are reviewed annually and different conditions are imposed where it is necessary, reasonable and justifiable. This is done in the interest of maximising the empowerment, transformation and upliftment of persons intended to benefit from the government's transformation objectives.

Licence holders who are not exempted from the application of the B-BBEE codes, must be evaluated annually by an accredited B-BBEE rating agency and submit such a rating certificate to the Board. Where the B-BBEE targets or conditions of licence holders have not been met, such licence holder must submit explanatory information for such non-achievement and include the measures to be undertaken to achieve the required level or target.

In addition to the B-BBEE objectives towards transformation, licence holders made various bid commitments towards Corporate Social Investment in the different regions and for various causes concomitant to the licence awarded. These commitments are couched in licence conditions and are audited annually for compliance as part of the Board's licence renewal process. The Route Operators, Casino Operators and Corporatised Bookmakers have substantial corporate social investment projects with measurable plans and objectives. These entities also perform well in terms of the B-BBEE level certification issued by the accredited verification agencies.

On a national level, the National Gambling Board of South Africa monitors and publishes data on the state of transformation and growth in the gambling industry nationally. The data shows that, both at a national level and in the Western Cape Province, the financial interest and shareholding of the industry is concentrated to a few major role players having interests in all the sectors of the gambling industry. This established centralised control and similar policy execution throughout all sectors of the gambling industry rather than regionalised methodologies. This applies to the casino and Route Operator interests, with broader economic participation in LPM sites and the bookmaking industry. In licensing further modes of gambling, once approved, the Board will create an enabling environment that gives impetus to the empowerment of new market entrants and provide new scope for broad-based empowerment.

The Supreme Court of Appeal outlined a four-stage process that the Board must give effect to in reviewing the B-BBEE commitments of licence holders annually. Guided by the Court's observations, the Board adopted a new B-BBEE policy that is in the process of being implemented. The purpose of this policy is to set out the B-BBEE-objectives of the Board for the gambling and racing industry in the Western Cape. Furthermore, to outline the processes to be undertaken quarterly and annually, aimed at meeting the B-BBEE objectives in a legally compliant and a procedurally and substantively fair manner.

Industry Developments

Sportsbetting

During the COVID-19 restrictions, individuals and businesses migrated towards online commerce and digitisation in many sectors. This fuelled the growth in e-commerce, which also cemented the exponential growth in remote betting transactions through online, mobile and telephone methods. Patrons can now place bets from any location without

having to frequent a gambling venue or betting premises. Linked to this, the Board evidenced greater tax collections in respect of betting on sports via telephone, mobile and online methods. There has been a vast expansion of the betting contingencies and game offerings for betting products, which provide a wider variety of betting contingencies that bookmakers offer.

Horse-racing

Horse-racing as a sport has been struggling, both financially and in terms of attracting interest in the sport for betting purposes. The Board noticed a substantial decline in betting taxes for this contingency over the past few years, both in terms of tote betting (open bets) and fixed odds betting.

The Totalisator Operator is exploring a number of new proposals that will revamp not only the betting products, but also the look and feel of its racing venues. This should positively impact the sport of horseracing and attract customers to return to racing venues as a destination of choice.

Interactive/online gambling

The international and local expansion of e-commerce supports the call for the legalisation and regulation of interactive gambling. South Africa maintains the statutory ban on interactive or online gambling. This means that there are no legal alternatives available to the public who could participate in illegal gambling with unlicensed and unscrupulous operators. These unlicensed operators do not pay taxes, are not bound by responsible gambling requirements and do not create meaningful employment. They inexplicably also compete with licensed operators and it is proving very difficult to permanently shut down illegal online operators. The State has a duty to apprehend and shut down illegal gambling operators, a feat where the Board has made significant strides.

Licensed operators are vetted through a rigorous licensing process to ensure that the industry is free from corruption and illegal activities. The Board made submissions to policy makers at national level advocating that mechanisms be put in place to licence and regulate interactive gambling. A Notice of Intention to introduce a Private Member's Bill in the National Assembly of Parliament and an Invitation for Comments on the Draft Remote Gambling Bill, was published in the Government Gazette on 2 September 2022. The Board is monitoring the developments eagerly as it is better to regulate interactive gambling than to maintain the current unenforceable ban.

Draft Amendments Bills/Policy Determinations

Draft Amendment Bills providing for the relocation of an outer lying casino to the metropole has been published for public comment. These amendments are still under consideration by WCPT. The Provincial Government is conducting a policy review, which may culminate in the adoption of a new policy regime to guide the licensing and further roll-out of gambling modes in the Province.

The gambling landscape is shifting with a number of industry developments taking place, including the possible relocation of a casino to the metropole, a shift in the major gambling tax contributors and the rollout of further modes of gambling. The High Court declared certain sections of the Policy Determinations invalid and of no force and effect whilst others have expired owing to the effluxion of time. The judgment paves the way for casino operators to apply to the Board for relocation from their existing licensed premises to another location since the requirement that one casino be located in each of the five regions of the Province has fallen away. The Court further directed the Board to consider applications for relocation of casinos.

Research Initiatives

The WCGRB resolved to commission research into the gambling prevalence rates in the Province, the problem-gambling incidence and examine the play management systems of licence holders. It is expected that the research will be concluded during the 2024/25 financial year.

The research outcomes are as follows:

- i. The socio-economic impact of gambling in the Western Cape;
- ii. The level of saturation, gambling prevalence and impact of licensed gambling opportunities;
- iii. Outline or assess the various harm minimisation tools and play management systems of licence holders; and
- iv. The impact of harm minimisation and irresponsible gambling tools on responsible gambling.

Responsible Gambling

The Board adopted an enhanced focus approach to responsible gambling under the auspices of the Responsible Gambling Committee. The Board is also engaging licence holders on measures to be employed by the industry to assist patrons facing difficulties in managing their gambling habits or spend, foster responsible gambling and identify persons that are excluded from participating in gambling. The Board is in the process of amending the General Rules to place the onus on each licence holder to develop Internal Control Standards specifically to promote and encourage responsible gambling.

Licensing of further modes of gambling

The Board resolved to roll out 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 bingo and Type B, C and D LPM offerings.

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

To date, the Board rolled out Type A LPM site licences, which permit 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 permit the rollout of up to 40 LPMs in a licensed LPM site. Type D LPM licences permit an independent site operator to expose up to 40 LPMs for play. These categories of LPM site licences attract additional regulatory approvals and distinct investment and regulatory requirements are prescribed for their operation. The Board is putting the necessary measures in place to facilitate the rollout of Type B, C and D LPM sites.

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

The Board commissioned a gambling prevalence study to pronounce on, amongst others, the problem gambling incidences in the Province, the growth or saturation levels of the different gambling modes licensed in the Province and the Responsible Gambling mechanisms deployed by licence holders. The Board has appointed a service provider and it is envisaged that the research will be concluded in the 2024/25 financial year.

Current Legislative Considerations

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

The Western Cape Nineteenth Gambling and Racing Amendment Act (2021) (“Nineteenth Amendment Act”) was assented to by the Premier of the Western Cape (“the Premier”) on 17 June 2021 and published in the Provincial Gazette on 23 June 2021. It indicated that the Nineteenth Amendment Act would commence on a date to be proclaimed by the Premier in the Provincial Gazette. The Nineteenth Amendment Act prescribed new Casino Operator fees and

Route Operator fees. The Nineteenth Amendment Act was not brought into operation. The coming into effect of the Nineteenth Amendment Act would have significantly bolstered the Board's objective of becoming self-sufficient in terms of its budgetary requirements. The Draft Western Cape Nineteenth Gambling and Racing Amendment Act Repeal Bill, 2022 was published for public comment on 2 December 2022. On 30 May 2023 the Western Cape Nineteenth Gambling and Racing Amendment Act Repeal Bill ("the Repeal Bill") was introduced in the Western Cape Provincial Parliament. It sought to repeal the Nineteenth Amendment Act. The Memorandum on the Objects of the Repeal Bill set out the background to the Repeal Bill, including the legislative drafting process relevant to the Nineteenth Amendment Act. It confirmed that the objective of the Nineteenth Amendment Act was to promote and facilitate the financial self-sufficiency of the Board, and that the Nineteenth Amendment Act provided for certain fees to be payable to the Board, the charging of casino operator fees, amendments to provisions relating to limited gambling machine operator fees and matters incidental thereto. The Memorandum on the Objects of the Repeal Bill indicated further that, due to the far-reaching consequences of the COVID-19 pandemic on the gambling industry, Provincial Treasury was in the process of undertaking a comprehensive review of the gambling and racing environment in the Western Cape, with a policy review process underway. Furthermore, that promoting and facilitating the financial self-sufficiency of the Board remained an important objective of the Western Cape Government. The WCGRB is reliant on the WCPT to propose amendments to legislation to allow for changes in its revenue stream. The Western Cape Nineteenth Gambling and Racing Amendment Act Repeal Act, 2023 was passed by the Western Cape Provincial Parliament on 8 December 2023 and assented to by the Premier of the Western Cape on 10 January 2024 and, thereafter, published on 19 January 2024, for general information. It came into operation on 19 January 2024.

The Draft Western Cape Twentieth and Twenty-First Gambling and Racing Amendment Bills, 2022, together with supporting Draft Regulations, were published for public comment on 10 June 2022. The commenting period was extended thereafter. When read together, they provide a scheme for the relocation of casinos, including to the Metropole, and make provision for the concomitant fees and legal considerations to be taken into account by the Board, amongst others. The amendments in the Draft Western Cape Twentieth Gambling and Racing Amendment Bill predominantly provides for the relocation of a casino, the repeal of the current provision in the Act relating to exclusivity and addresses substantive issues pertaining to the amendment of licences. The amendments in the Draft Western Cape Twenty-First Gambling and Racing Amendment Bill predominantly introduces an economic opportunity tax in relation to the relocation of a casino to the Helderberg area of the Metropole. The Draft Bills are still under consideration by the WCPT.

A Notice of Intention to introduce a Private Member's Bill in the National Assembly of Parliament and an Invitation for Comments on the Draft Remote Gambling Bill, 2022 was published in the Government Gazette on 2 September 2022. A major change to the Bill is that it intends that the Provinces, not the National Gambling Board, to be in control of issuing licenses and collecting the prescribed fees, within its Province; and that the public is requested to provide proposals, comments and recommendations pertaining to the best way to regulate remote gambling.

The Western Cape Gambling and Racing Regulations, 1996: Draft Amendment, 2022 was published for comment on 10 June 2022. It prescribes the regulations applicable to amendment of licences, the maximum number of casino operator licences in the City of Cape Town and the radius between casinos, information for applications relating to relocation of a casino and payment of a monthly economic opportunity tax.

The Western Cape Gambling and Racing Regulations (Fees and Costs, 2016) and Draft Second Amendment (2022) was published for comment on 10 June 2022 and provides for any hearing, investigation or enquiry relating to the relocation of a business or activity contemplated in Section 41B (1) of the Act.

The Western Cape Gambling and Racing Regulations (Fees and Cost 2016): Amendment, 2023 were updated and published in the Gazette on 31 March 2023 to effect inflationary increases to the statutory application, licence and investigation fees. These fees are adjusted annually for inflation. The adjusted fees took effect on 1 April 2023.

Responsible Gambling

The Western Cape Gambling and Racing Board's statutory mandate is to control and regulate all gambling, racing and activities incidental thereto in the Province and a duty to impose appropriate restrictions and controls to limit the harms and dangers inherent and associated with gambling. The Board, in the pursuit of the aforesaid objectives, seeks to license gambling opportunities with a view of protection of society from over-stimulation of gambling and protection of players and integrity and fairness of the industry through strict control and supervision of the industry.

In view of the above in and order to executive its legislative mandate, the WCGRB hosted a Responsible Gambling Summit on 23 – 24 November 2023. The purpose of the Summit was to promote safer gambling by bringing together industry leaders with a goal to drive positive change in responsible gambling through meaningful discussions, research and knowledge sharing. The Summit was well attended with approximately 200 delegates in attendance.

The Summit Programme explored different topics and conversations, such as best practices and new developments in problem gambling treatment in South Africa, ethical and responsible marketing, presentations on digital tools as a functionality to assist in responsible gambling measures, amongst others. The Summit proved to be a huge success with great feedback from all attendees. Actions arising from the Summit will be implemented during the 2024/25 Financial Year.

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

The exclusion process, while the responsibility of the National Gambling Board, will be reviewed to assist persons who wish to be excluded. The effective implementation of a national exclusion programme has been delayed by the provisions in the National Gambling Act which is yet to become 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
Financial self-sustainability created by the loss of statutory fees which has not been resolved, resulting in the WCGRB not being able to comply with the Policy Determinations.	<ul style="list-style-type: none"> The Board submitted proposals to WCPT to address its financial sustainability The WCGRB is reliant on the WCPT to propose amendment of legislation to allow for changes in its revenue stream.
Technological advances have significantly influenced the structure and availability of gambling opportunities. However, it takes significantly longer to enable legislation to address technological developments in the gambling industry.	<ul style="list-style-type: none"> The Board is attending forums and conferences to ensure that the Board is kept abreast of all new developments in respect of technological advances.

Challenge	Mechanisms to address the challenges
<p>With the growth in the gambling industry and a staff establishment that remained dormant over the years, it is becoming more and more challenging to effectively execute the Board's mandate with the capacity constraints within the Board.</p>	<ul style="list-style-type: none"> To ensure optimal resource utilisation and to achieve its objectives, the Board conducted an organisational review of its macro-structure. The Board has submitted a funding request to fund critical positions within the WCGRB to the Minister of Finance and Economic Opportunities. The Board is currently attempting to employ interns or temporary employees to assist with the currently workload. Current vacancies within the Board will be filled as soon as possible.
<p>The Board procured office accommodation during FY2023. The Board does not have the internal capacity to manage the design and fit-out of the building. Assistance has initially been requested from the Department of Infrastructure, however, the Board has been informed that the Department does not have capacity to assist the Board.</p>	<ul style="list-style-type: none"> The WCGRB has obtained assistance from one of the public entities in the Western Cape. With such assistance, the WCGRB will be able to finalise the office accommodation during FY2024/25.

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 2024/25 Financial Year is outlined below:

- 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;
- Implementation of the approved Organisational Structure Review Outcome;
- Technological Advancements for the WCGRB; and
- Safe and Responsible Gambling

Licensing of further modes of gambling

To date, the Board rolled out Type A LPM site licences, which permit site operators to make available 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 permit 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 embarked on a public participation process to invite comments from interested parties on the desirability and feasibility of expanding the industry through the rollout of additional categories of licenses provided for in the Act. These include Type B, C and D LPM site licences, Bingo and a third route operator licence. The comments received in the public participation process were generally in favour of the rollout of additional gambling opportunities in the Province. The Board will further balance the competing interests and rights that come into play where economic opportunities are created and a stringent process will be followed as and when the determination is made to licence further modes of gambling as envisaged in the Act.

The Board will apply its mind to the legal, economic and fiscal considerations concomitant to the expansion of the gambling industry. The Board is conducting internal work to ensure that the necessary policies, restrictions and rules are in place to enable regulation of the new modes that will be rolled out. The Board will advertise requests for applications and proposals on the categories of licences that will be rolled out.

The rollout of further modes of gambling can result in increased revenue to the Western Cape Gambling and Racing Board, increase provincial taxes and have a positive impact on transformation and increase economic opportunities in the Province of the Western Cape.

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

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

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

Figures in millions	2023	2022	2021	2020	2019
Board's own income	R52	R 47	R 42	R 40	R 38
Government grant	R25	R 26	R 28	R 38**	R 27
Total	R 77	R 73	R 70	R 78	R 65
Board's own income % allocation	68%	64%	60%	51%	59%
Government grant % allocation	32%	36%	40%	49%	41%
Cash surplus returned to the PRF	R -14	-	-	R -13	R -1
Cash surplus approved for retention	-	R -15	R -17	-	-
Net government grant	R 11	R 11	R 11	R 25	R 26

**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 years, the Board's own revenue represents 60% of the Board's total income, whereas the government grants represent 40% of the Board's total income. Total income in this regard only refers to the statutory fees and the government grant and excludes items such as interest income and other miscellaneous income.

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

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

(b) Increase in provincial taxes

Over the past five fiscal years, the Board collected R3.559 billion in taxes and levies on behalf of the Western Cape Government.

Taxes and levies collected over the past five years:						
Figures in millions	2023	2022	2021	2020	2019	Total
Taxes and levies collected	R1 038	R 759	R 462	R 671	R 629	R 3 559
Government grant as a % of taxes and levies collected	2%	3%	6%	6%	4%	4%
<i>Net government grant as a % of taxes</i>	<i>1%</i>	<i>1%</i>	<i>2%</i>	<i>4%</i>	<i>4%</i>	<i>2%</i>

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

Taxes and levies collected also contribute 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 where necessary, reasonable and justifiable to do so in the interest of maximising the empowerment, transformation and upliftment of persons intended to benefit from the government's transformation objectives.

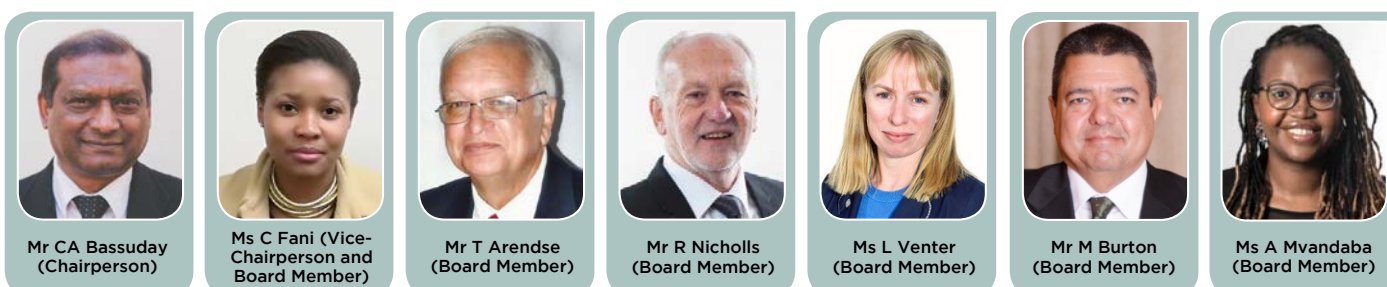
The Board's sectoral committees which serve as review and advisory committees to the Board, monitor the set conditions and analyse quarterly reports from licence holders on the status and plans for achieving, maintaining and improving on the set B-BBEE target levels. Licence holders who are not exempt 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 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.

Implementation of the approved Organisational Structure Review Outcome

As at 1 February 2024, the Minister of Finance and Economic Opportunities appointed seven members to the Board.

Board Members



The Board conducted a review of its structure to ensure optimal utilisation. The Board will adopt a phased approach implementation plan for the roll-out and monitoring of the new structure, subject to available funding/resources. In responding to industry requests, as well as the need to expand on gambling offerings (not currently offered in the Western Cape), attention has been given to laying the groundwork for Type B, C and D LPM sites and Bingo offerings to be rolled out in the future. The organisational structure will be impacted by the expansion of gambling offerings. The existing workforce is not adequate to address the demands or additional volumes of applications and the requisite investigations that would need to ensure that the Board responds timely and effectively to licence applications. This is included in the existing organisational design review.

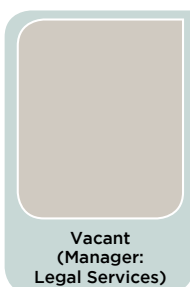
Chief Executive Officer



Mr P Abrahams
(CEO)



Ms S Sixubane
(Manager: HR)



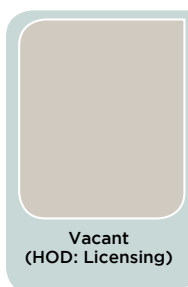
Vacant
(Manager:
Legal Services)



Ms Z Siwa
(HOD: ADFIN/
CFO)



Mr R Bennett
(HOD: Regulatory
Compliance)



Vacant
(HOD: Licensing)



Mr A Matthews
(HOD: ICT)

Senior Management

Technological Advancements

The technological innovations, especially from an ICT perspective, are considered as main drivers for technological, social, economic and cultural changes. ICT innovations continue to influence the fastest changes and stretch organisations on how they approach normal business practices.

The unique challenges facing organisations globally still require re-evaluation of existing strategies by considering alternative mechanisms to enable business continuity. The high dependency on digital technology, transformation and connectivity continue to have implications on the strengths, weaknesses, opportunities and threats for organisations. The proliferation of internet traffic, connected devices and Internet of Things increases the threat of cyber-attacks. Therefore, an increase in demand for IT security products, software, services and experience is vital.

The Office of the Board was not immune to these implications and had to assess its capabilities to continue functioning. WCGRB continued to strengthen its network capability for a distributed workforce, enhanced its security defence mechanisms, equipped employees with necessary tools for work from home (WFH), enabled secure remote access via virtual private networks to access WCGRB network, production systems, collaboration tools and digital platforms. The WCGRB Security Policies and Oath of Secrecy, the Code of Conduct and Section 17 and 19A of the WCGRA, have been communicated to all WCGRB employees to ensure information and data are protected.

Another challenge facing stakeholders (Policy Makers, Regulators and Gambling Industry) is the development or use of advanced ICT methods such as Machine Learning (ML) and AI for gambling activities. These methods will require proper legislation, laboratory testing and usability and this is necessary to counter any ethical issues, potential algorithmic bias and errors in any gambling activity. Policy Makers, Regulators and the Gambling Industry require a greater understanding of ML and AI, which should be explainable for punters to understand and trust the use of such methods. This may include player messaging, advertising or marketing, making predictions, player engagements, player preferences etc. Recommendations for policy makers should include, punter data privacy and security, punter protection and safety, automated decision making methods and ML/AI Audits/Assessments, before the gambling industry embark on such developments.

Apart from WCGRB staff being enabled to perform tasks remotely, the WCGRB video conferencing, collaboration and communication capability continue to make distributed work environments possible. This allows for the continuation of the Board, Committee and departmental meetings, information sharing, remote support and staff

training. Communication with stakeholders continued through telephonic and e-mail communication as well as video conferencing capabilities.

The Finance and IT Committee as well as the Audit Committee have oversight responsibility for the effectiveness and efficiency of the Board's ICT resources. Quarterly internal ICT and audit reports were presented to the committees to ensure effective controls for Internal ICT governance and security were maintained. Risks and controls associated with the internal ICT function were incorporated in the Board's Risk Register and managed accordingly. ICT activities were dealt with via the WCGRB Service Desk Management system, while the ICT department performed routine maintenance via a distributed methodology.

A continued focus area for the Board was its move towards business process automation. A digitised automation system, called Genesis, was developed and implemented and continued to provide a mechanism for the industry and the Office of the Board to process applications for gambling licences online. Genesis is also continually enhanced as required to provide efficient licence processing to the Office of the Board and the industry. The advancement in technology continued to generate new and innovative methods for gambling and online betting on sport. Online betting exponentially increased over the past years in comparison to other forms of gambling such as casino, LPM and totalisator. This phenomena increased the Regulatory Compliance workload and a need arises for an enhanced Request Fulfilment process to manage the increase of requests for approvals from the industry in an automated fashion. The Board ensures that staff is sufficiently trained and resourced to address widespread and continuous technological changes.

Safe and Responsible Gambling

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

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

- Purpose and mandate of the Board;
- Legal modes of gambling and betting;
- Who may offer legal gambling and betting activities;
- Licence holder requirements;
- Monitoring of compliance of licence holders;
- Patron dispute process;
- Problem gambling and the exclusion process; and
- Illegal gambling and the reporting thereof.

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

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

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

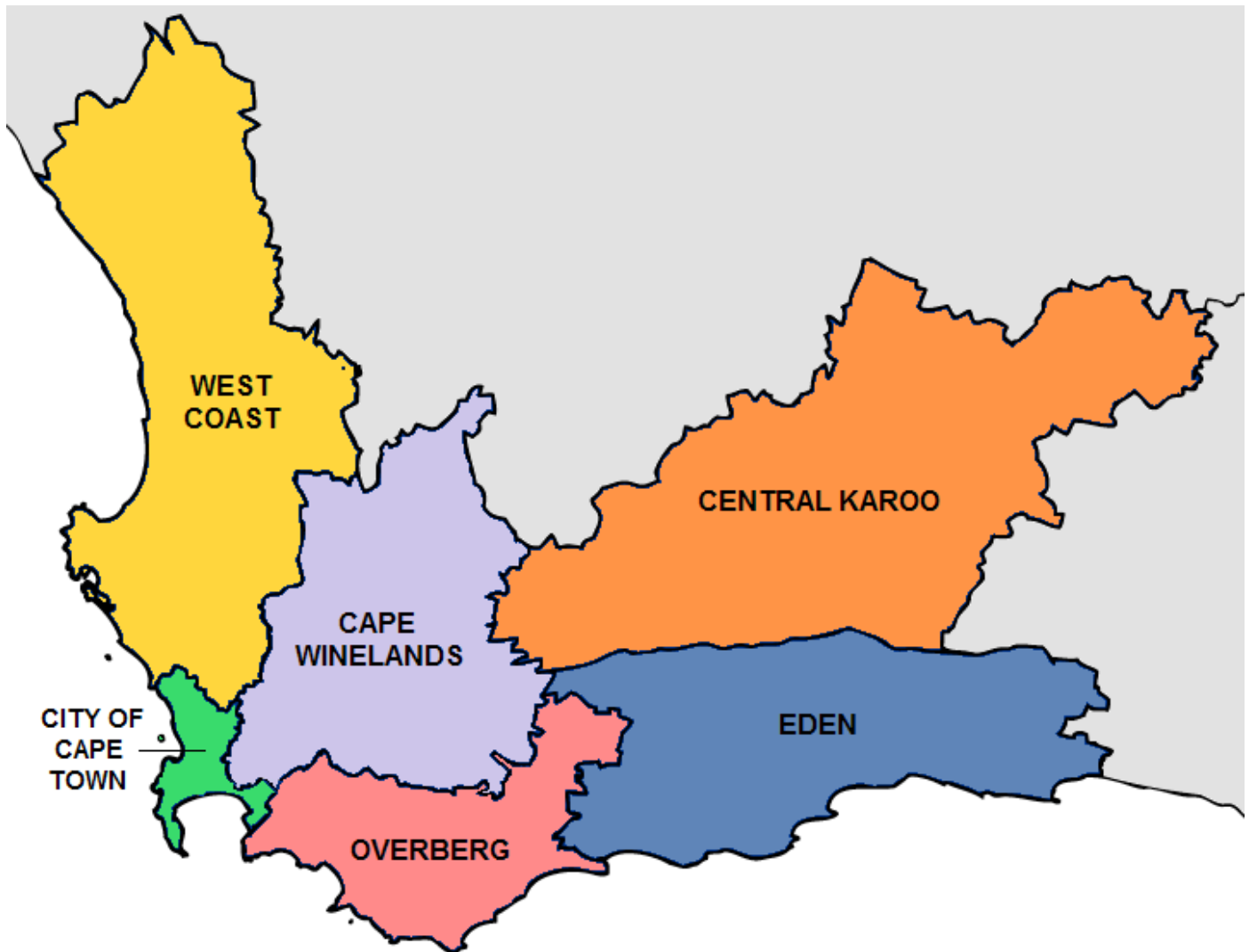
Service Delivery Environment

As at 31 March 2023 the legal gambling and betting industry in the Western Cape which spans the full geographical area of the Western Cape comprised of:

License Activity	31 March 2023	31 March 2022
Licensed casinos	5	5
Licensed limited pay-out machine operators	2	2
Licensed bookmakers	58	53
Licensed totalisator	1	1
Licensed premises	702 (488 LPM 160 Bookmaker 54 Totalisator)	665 (462 LPM, 147 Bookmaker, 56 Totalisator)
Licensed gambling devices	6 798	6 717

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

Western Cape Municipal Boundaries



Geographical Spread of Licensed Gambling Operations

Premises	1 City of Cape Town	2 Eden	3 Cape Winelands	4 Overberg	5 West Coast	6 Central Karoo
Casinos - 5	1	1	1	1	1	0
LPM Sites - 488	344	56	14	25	48	1
Bookmakers - 160	144	4	11	1	0	0
Totalisator - 54	45	5	4	0	0	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 received an application from a current Casino Operator licence holder to relocate its existing casino to Somerset West in the Helderberg area of the Cape Metropole. The application was submitted in terms of Section 41(2) of the Act and was published in the Provincial Gazette on 14 July 2023 as part of the public participation process. The comments and/or objections received from the public will be considered by the Board as part of its consideration of the relocation application. Two public hearings will be held, one in the area where the casino is currently situated and one in area where the casino will be relocating to, to grant the public a further opportunity to raise comments and/or objections on the relocation application.

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

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

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

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

Human Resources

The current staff establishment comprises 74 posts. The table below depicts the employment and vacancies per programme as at 29 February 2024.

Programme	Approved Posts	No. of employees	Vacancies
Administration	10	6	4
Executive	7	7	0
Management	7	5	2
Compliance	24	22	2
Licencing	22	21	1
ICT	4	4	0
TOTAL	74	65	9

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 the post becomes vacant and that all such posts are filled within three months of the closing date of advertisements, where possible.

The current staff establishment of seventy-four (74) was last reviewed and approved in 2004. The growth in the gambling industry has been phenomenal since the inception of the Board whilst the approved Staff Establishment remained unchanged. For FY2023, the gambling industry has generated gambling taxes in excess of R1 billion, as depicted in the table below.

Taxes collected for the year under review	31-Mar-23	31-Mar-19	31-Mar-15
Casino	372 570 595	428 481 241	409 061 070
Horse Racing and Betting	552 043 321	93 154 513	50 917 960
Limited Pay-out Machines	148 094 067	125 711 109	76 004 555
Total taxes collected	1 072 707 983	647 346 863	535 983 585
Increase in gambling taxes collection	425 361 120	111 363 278	
% increase	66%	21%	

Tax collections for FY2023 represents an increase of 66% when compared with tax collections for FY2019. Notably, tax collections for the betting industry increased by 493% when compared with tax collections for this industry for FY2019.

As at 31 March 2023, five casinos were operative, two LPM Route Operators with approximately 2 259 operative LPMs in 488 sites. In addition, there were 58 licensed bookmakers operating at 160 sites and 1 Totalisator with 54 Totalisator sites. As at 31 March 2023, there were 6 798 licenced gambling devices and 6 265 licenced employees as depicted by the table below:

License Activity	31-Mar-23	31-Mar-19	31-Mar-15
Licensed casinos	5	5	5
Licensed limited pay-out machine operators	2	2	2
Licensed bookmakers	58	43	36
Licensed totalisator	1	1	1
Licensed premises	702	640	594
Licensed gambling devices	6 798	6 040	5 704
Licensed employees	6 265	7 195	3 799

Notable increases in respect of licence activities over the past five (5) years are as follow:

- Increase of 35% in licensed bookmakers
- Increase of 10% in licensed premises
- Increase of 13% in licensed gambling devices

Given the growth in the gambling industry, the WCGRB is under strain to effectively execute its mandate. Staff are required to work weekends to ensure that the Board is able to operate with limited resources. There is also a risk that operational inefficiencies may result in the migration of existing licence holders to other provinces. The migration of licence holders to other provinces will result in loss of revenue to the Board and loss of tax collections to the Provincial Revenue Fund.

During FY2023/24, two (2) senior managers have resigned and both SCM Officials have rendered their resignation. The resignations can be attributed to remuneration packages offered elsewhere, particularly by other gambling boards or local government institutions.

To ensure optimal resource utilisation and to achieve its objectives, the Board conducted an organisational review of its macro-structure. This exercise focused on WCGRB current workload, the future growth of the industry, the intended future roll out of gambling opportunities and governance activities required by the WCGRB. The Board has submitted a funding request to fund critical positions within the WCGRB to the Minister of Finance and Economic Opportunities, which needs to be considered within the current fiscal constraints facing the Western Cape Fiscus.

The Board's annual funding consist of departmental transfers (government grant) and statutory fees due and payable by licence holders, as prescribed in the Western Cape Gambling and Racing Act. The Board is only allowed to collect statutory fees as per the Western Cape Gambling and Racing Act and as such, the Board cannot generate its own income.

In terms of Section 53(3) of the PFMA, the WCGRB may not budget for a deficit and may not accumulate surpluses unless the prior written approval of the National Treasury has been obtained. The risk/vulnerability to the Board's revenue budget is therefore two-fold: Departmental transfers are based on the availability of government funding and the Board's own income is dependent on industry demand.

As the Board is not allowed to budget for a deficit, the Board's expenditure budget is therefore limited to available funding. Availability of funding can therefore have an impact on the effectiveness of the Board's ability to execute the mandate of the Board.

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

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

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

Litigation

Section 34 of the Constitution, 1996, states that everyone has the right to have any dispute that can be resolved by the application of law decided in a fair public hearing before a court or, where appropriate, another independent and impartial tribunal or forum. The gambling industry exercise their right to challenge the Board's decisions on review should they be aggrieved by a decision of the Board and believe that a court may come to a different decision. Where appropriate, applications for declaratory orders are pursued for the court to pronounce on the correct interpretation in instances of a dispute or differing legal views on a matter. The Board does not participate in all litigious matters where it is cited as an interested party, but bases its determinations on whether to participate in the litigation according to the nature of the relief sought and the legal implications on the Board's mandate and the industry it regulates.

A casino operator applied for a Declaratory Order confirming, amongst others, that Free play credits do not constitute a "drop" for the purpose of the computation of adjusted gross revenue and does not form part of the taxable revenue per Section 64 of the Act read with Schedule III, citing the Board and the Provincial Minister for Finance, Western Cape as Respondents. Furthermore, that the Court directs, should it make a determination that the Applicants indeed paid taxes that are not due in terms of the legal argument before Court, any overpayment of taxes to be refunded or set-off against the future tax liability of the Applicants. Judgement was delivered on 29 April 2020 in favour of the Applicant, where the Court held that Free play does not constitute part of the "drop" for purposes of the computation of adjusted gross revenue and do not form part of taxable revenue in terms of Section 64 of the Act read with Schedule III. The Board was ordered to set-off the overpaid taxes against the Applicant's future tax liabilities accruing in terms of Section 64 of the Act. The Board and the Minister were granted leave to appeal to the SCA. The appeal was upheld by the SCA which set aside the High Court order. The SCA confirmed that, the legislative scheme does not make provision for the deduction of Freeplay nor for the exclusion thereof from what constitutes "the drop". The Applicants applied for leave to appeal to the Constitutional Court.

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 two route operators, proportionately, pending the outcome of the review application. Furthermore, 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. On appeal, a full bench of the High Court ruled that the initial review judgement is suspended, pending the outcome of the Appeals to the SCA. The SCA upheld the appeal and set aside the High Court order. The SCA confirmed that the Board's conduct was lawful.

Stakeholders

The Board, as a provincial public entity, has a wide range of stakeholders. These include the Western Cape Provincial Government, Western Cape Minister of Finance and Economic Opportunities, Western Cape Provincial Treasury, WCGRB Workforce, Gambling and Betting Licensed Entities, Western Cape population, Suppliers, the Environment and the Media. The WCGRB's stakeholder policy informs the mechanism and processes to support constructive engagements with its stakeholders.

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

Licence holders of the Board are afforded the opportunity to attend committee meetings, and in certain instances ad-hoc Board meetings, to make representations to the Board regarding the relevant gambling sector. The 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 National Gambling Board, the Provincial Gambling Boards, National Treasury, Department of Trade, Industry and Competition, local government authorities (municipalities) as well as the law enforcement agencies.

The Board also works closely with the South African Responsible Gambling Foundation (SARGF) in terms of training initiatives, problem gambling treatment interventions, SARGF research initiatives, problem gambling as well as statistical information with regard 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 concerned with achieving strategic objectives and positive outcomes; it includes, but goes beyond, an internal focus on effective and efficient execution.

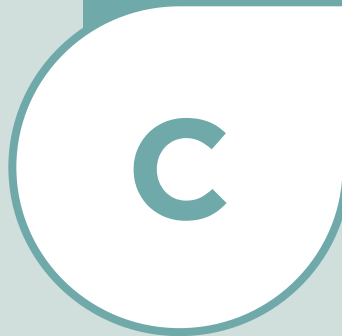
The Board publishes its annual King IV Disclosure Report on the Board's website at www.wcgrb.co.za.

B-BBEE Compliance Performance Information

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

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

**MEASURING
OUR
PERFORMANCE**



PART C: Measuring Our Performance

1. Institutional Programme Performance Information

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

1.1. Programme 1: Board and Administration

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

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

Over the past three years, the Board collected gambling taxes to the amount of R2.2 billion for the benefit of the Provincial Revenue Fund. See table below for details:

Tax collections	2022/23	2021/22	2020/21	Total
Gambling taxes (in R millions)	1 034	755	459	2 248

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

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

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

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

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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 2024/25 year	19	19	18	16	16	16	16
		1.2 Board resolutions actioned by next Board meeting	94%	95%	94%	95%	95%	95%	95%
	Licence holders' CSI Commitments complied with	1.3 Number of operators' CSI programmes verified by Board committees	5	6	6	6	6	6	6

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	Public awareness of the Board's role and functions.	1.4 Number of awareness programmes facilitated by the Board	4	6	8	4	4	4	4
	Legal opinions drafted to guide Board and Office on legal implications of decisions taken	1.5 Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	New output indicator			90%	90%	90%	90%
	Compliance to Human Resources regulatory reporting requirements	1.6 Number of Regulatory reports timeously submitted to Department of Labour	1	1	1	1	1	1	1
	A skilled, motivated and committed workforce	1.7 Number of reports on the implementation of the HR Plan	4	4	4	4	4	4	4
		1.8 Number of workplace skills plan timeously submitted to Cathsseta	New Outcome Indicator				1	1	1
	Implementation of the approved Organisational Structure Review Outcome	1.9 Approved implementation plan for the roll-out and monitoring of the structure after implementation	New Outcome Indicator				1	1	1
	Effective and efficient financial administration	1.10 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 2024/25 year	16	4	5	3	4
1.2	Board resolutions actioned by next Board meeting	95%	95%	95%	95%	95%
1.3	Number of operators' CSI programmes verified by Board committees	6	1	1	3	1
1.4	Number of awareness programmes facilitated by the Board	4	1	1	1	1
1.5	Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	90%	90%	90%	90%	90%
1.6	Number of Regulatory reports timeously submitted to Department of Labour	1	0	0	0	1
1.7	Number of reports on the implementation of the HR Plan	4	1	1	1	1
1.8	Number of workplace skills plan timeously submitted to Cathsseta	1	0	0	0	1
1.9	Approved implementation plan for the roll-out and monitoring of the structure after implementation	1	0	0	0	1
1.10	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; and
- 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 a 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	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Board and Administration	17 280	22 677	27 131	65 935	39 924	34 553	35 195
Economic Classification							
Current Payments	17 240	21 459	27 126	33 210	33 129	33 953	34 567
Compensation of employees	13 326	14 409	16 218	16 315	18 511	19 659	20 858
Goods and services of which:	3 914	7 050	10 908	16 895	14 618	14 294	13 709
Administration	3 779	6 272	8 645	13 513	11 151	11 644	11 611
Consultants, contractors and special services	134	671	1 436	2 421	2 464	1 600	1 000
Travel and subsistence	1	107	827	961	1 003	1 050	1 098
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	40	1 218	5	32 725	6 795	600	628
Buildings and other fixed structures	0	0	0	31 525	6 225	0	0
Machinery and equipment	40	1 218	5	1 200	570	600	628
Transport Equipment	0	0	0	0	0	0	0
Total	17 280	22 677	27 131	65 935	39 924	34 553	35 195

- The budget is a reflection of the costing of the Board, Office of the CEO, Legal Services, Human Resources and Finance and Administration.
- Provision has been made in the budget to ensure the employment of a full complement of Board members and staff.
- The need for a skilled workforce has been highlighted and significant provision has been made in the budget for training and development.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	SR1: Inability for the Entity to perform its mandate	<ol style="list-style-type: none"> 1. Funding in terms of the PFMA. 2. Adequate budget process (resource planning). 3. PT legal services issued opinion confirming timelines for timely appointment of Board Members. 4. Status of Board member appointments are discussed at Gambling Liaison Committee (GLC). 5. Board employs rescheduling of meetings and in emergencies, round robin processes to ensure that the Board remains effective. 6. Full complement of Board Members with three members' terms extended to 31 March 2024 and two new members appointed for four years.

Outcome	Key Risks	Risk Mitigation
The Board's structures, resources and processes utilised for effective, efficient and optimal performance of its mandate.	SR2: Ineffective and inefficient entity	<ol style="list-style-type: none"> 1. Reviewing the Act when necessary and make submissions to WCPT and Minister recommending amendments to the Act as and when warranted. 2. Engagement with licence holders to clarify legislation interpretation. 3. Legal advice/opinions when necessary. 4. Status of Board member appointments are discussed at Gambling Liaison Committee (GLC). 5. Funding in terms of the PFMA. 6. Adequate budget process (resource planning). 7. Multi-tier review process. 8. Implementation of the workplace skills plan (WSP). 9. Interrogation and review of information by various sub-committees of the Board. 10. Stakeholder engagements where necessary. 11. WSP, training, conferences, national forums. 12. Quarterly engagement between Ministry and WCGRB.
	SR3: Ineffective and inefficient utilisation of the entity's resources	<ol style="list-style-type: none"> 1. WSP, training, conferences, national forums. 2. Proper planning and budgetary processes. 3. Regular staff engagements. 4. Temporary employees employed to assist. 5. Structure workload in order to alleviate excessive periods.
	SR4: Loss of stakeholder trust	<ol style="list-style-type: none"> 1. Continuous relevant interaction with stakeholders. 2. Public engagements.
	SR5: Disruption to critical business operations	<ol style="list-style-type: none"> 1. Business continuity management plan in place to sustain the operation of critical business services following a disaster or adverse event. 2. Business continuity plan reviewed for all WCGRB business operations in response to disruptions.
	SR6: Non-compliance with legislative prescripts	<ol style="list-style-type: none"> 1. Regular review (including consultation with stakeholders) and approval of policies and procedures. 2. Legal department subscribes to legal publications. 3. National and Provincial Treasury communicates practice notes and circulars. 4. Development of new policies in consultation with stakeholders. 5. Induction to new staff and board members. 6. Communication and workshop of new policies and policy changes. 7. Internal policies published on the intranet and external policies published on the internet (website). 8. Participation in industry and regulatory fora. 9. Training and workshops on policies and legislation.
	SR7: Unable to secure habitable office accommodation	<ol style="list-style-type: none"> 1. Funds available (retention of surplus funds) 2. Partial occupation of office accommodation by WCGRB Staff.

1.2. Programme 2: Licensing

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

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

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

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	91%	89%	92%	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%
	Licence applications approved	2.3 Percentage of licence applications to the Board approved at first submission	New output indicator				95%	95%	95%

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%
2.3	Percentage of licence applications to the Board approved at first submission	95%	95%	95%	95%	95%

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	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Licensing	12 718	13 959	14 356	15 151	16 820	17 859	18 945
Economic Classification							
Current Payments	12 718	13 959	14 356	15 151	16 820	17 859	18 945
Compensation of employees	12 546	13 764	13 953	14 857	16 570	17 597	18 671
Goods and services of which:	172	195	403	294	250	262	274
Administration	88	102	267	88	75	79	83
Consultants, contractors and special services	84	87	90	130	110	115	120
Travel and subsistence	0	6	46	76	65	68	71
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	0	0	0	0	0	0	0
Machinery and equipment	0	0	0	0	0	0	0
Total	12 718	13 959	14 356	15 151	16 820	17 859	18 945

The Licensing Department is one of the operational departments of the Board focusing on conducting investigations into applications for licences linked to gambling operations. As such, the Department is labour intensive and therefore compensation of employees represents 98.5% of the total budget of this programme. Training and development for all staff has been budgeted under Board and Administration.

Updated Key Risks and Mitigations from the SP

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

1.3. Programme 3: Regulatory Compliance

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

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

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	29	1 368	1 421	1 350	960	960	960
	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	40%	100%	100%	100%	100%	100%	100%

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
3.1	Number of compliance assessments conducted	960	250	250	210	250
3.2	Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board	100%	100%	100%	100%	100%

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 employees with the relevant competencies as well as being able to respond to licence holders with requests to either implement new contingencies or different procedures.
- 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.
- Maintain and enhance relationships with the relevant enforcement agencies to ensure a shared vision regarding illegal gambling.
- For FY2024/25 and the two outer years, the programme has reduced the planned number of compliance assessments to be conducted. This is brought about by the current capacity constraints in the organisation and the need for the organisation to utilise staff elsewhere in order to effectively perform the mandate of the Board.

Programme Resource Considerations

Table: Regulatory Compliance

Programme	Expenditure estimates						
	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Regulatory Compliance	16 024	17 230	17 616	17 847	19 564	20 762	22 012
Economic Classification							
Current Payments	16 024	17 230	17 616	17 847	19 564	20 762	22 012
Compensation of employees	15 910	16 462	16 334	16 820	18 547	19 697	20 898
Goods and services of which:	114	768	1 282	1 027	1 017	1 065	1 114
Administration	78	250	481	122	161	169	177
Consultants, contractors and special services	0	0	0	0	0	0	0
Travel and subsistence	36	518	801	905	856	896	937
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	0	0	0	0	0	0	0
Machinery and equipment	0	0	0	0	0	0	0
Total	16 024	17 230	17 616	17 847	19 564	20 762	22 012

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 95% of the total budget of this programme. Training and development for all staff has been budgeted under Board and Administration.

Updated Key Risks and Mitigations from the SP

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

1.4. Programme 4: Information and Communication Technology

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

The ICT environment continuously adapts in support of 4IR and future developments through digitalisation, automation, access to information and the Board's business requirements, including industry changes. The Department has a crucial role to provide strategic and innovative solutions, guidance and support to the Office of the Board.

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

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	98.5%	98%	98%	98%	98%	98%	98%

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Continuous knowledge and skills enhancement	4.2 Number of ICT talent capacity competency activities accomplished	99	78	94	80	80	80	80
	Continuous availability of ICT systems	4.3 Average percentage ICT information systems availability/uptime	99.92%	99.96%	99.9%	98%	98%	98%	98%
	Regulatory Compliance Request fulfilment Business Process Automation	4.4 Development of an implemented online request fulfilment system	New output indicator				1	0	0

Output indicators: annual and quarterly targets

Output Indicators		Annual Target	Q1	Q2	Q3	Q4
4.1	Percentage of ICT maintenance events performed to maintain and improve current information technology infrastructure	98%	98%	98%	98%	98%
4.2	Number of ICT talent capacity competency activities accomplished	80	20	20	20	20
4.3	Average percentage ICT information systems availability/uptime	98%	98%	98%	98%	98%
4.4	Development of an implemented online request fulfilment system	1	0	0	0	1

Planned performance over the medium-term period

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

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

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

- uninterrupted ICT infrastructure and always-on services through improved, responsive and adaptable information system availability.

Over the medium and long term, the Department focus areas will maintain the enhancement of Genesis for automated processing of gambling licences and proceed with the digitisation/automation of Regulatory Compliance business processes i.e. Request fulfilment as a new development cycle which requires proper planning, business analysis, budget setting and procurement for the Compliance department. The Department intends to continue enhancing the hybrid working environment, modernising the infrastructure and system environment and strengthening data security where applicable for the Board.

Programme Resource Considerations

Table: Information and Communication Technology

Expenditure estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2020/21	2021/22		2022/23	2023/24	2024/25
Information and Communication Technology	7 138	5 934	9 592	9 400	10 003	8 740	9 195
Economic Classification							
Current Payments	5 931	5 232	6 703	8 070	8 053	8 340	8 777
Compensation of employees	2 755	2 915	3 022	2 966	3 331	3 538	3 753
Goods and services of which:	3 176	2 317	3 681	5 104	4 722	4 802	5 024
Administration	2 705	1 922	3 005	3 802	4 196	4 251	4 448
Consultants, contractors and special services	471	392	628	1 244	451	472	494
Travel and subsistence	0	3	48	58	75	79	82
Transfers and subsidies	0	0	0	0	0	0	0
Payments for capital assets	1 207	702	2 889	1 330	1 950	400	418
Machinery and equipment	31	30	2 889	370	1 250	400	418
Software and Intangible Assets	1 176	672	0	960	700	0	0
Total	7 138	5 934	9 592	9 400	10 003	8 740	9 195

- The ICT environment is dynamic and innovative, which requires a constant update of processes, hardware, software, skills, governance and security.
- Focus on continued enhancements of the Genesis system for the Licensing Department additional operational requirements.
- A new development cycle in the digitisation/automation of Regulatory Compliance business processes i.e. Request fulfilment will enhance the processing of industry requests.
- To ensure that ICT capabilities are adequately capacitated, ICT department endeavours to strengthen its capabilities through better education, improved skills development, better infrastructure, increase in stakeholder collaboration and strengthen security systems that protect data and information.

Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
<p>Innovative, functional, reliable and secure ICT solutions and systems provided.</p>	<p>SR11: ICT systems and solutions are not functional, reliable, innovative and secure.</p>	<ol style="list-style-type: none"> 1. Proper planning, budget (includes financial and human resources), capacity (number of staff) and skilled resources, 2. Implemented security controls 3. Implemented policies and procedures 4. Ongoing monitoring, administration and managing of the ICT environment 5. Implemented ICT DRP, generator and UPS capabilities 6. Continuous attending training, seminars, meetings for talent development 7. Reporting to oversight committees on ICT developments 8. Implementation of cyber security review recommendations 9. Established relationships with Original Equipment Manufacturer (OEM) for any equipment requirements/ failures/logistics.

**TECHNICAL
INDICATOR
DESCRIPTIONS
(TID)**

D

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 2024/25 year
Short definition	The meetings that the Board convenes at which decisions are taken to give effect to the legislative mandate. The Board is quorate when 5 out of 7 board members are in attendance at a board meeting.
Purpose	To ensure that the Board complies with its legislated mandate.
Key beneficiaries	All WCGRB stakeholders - licence holders, applicants, general public, WCG
Source of data	Source of data: Board minutes Actual data table used (if system/Excel): N/A An engagement relating to the data source will take place.
Data limitations	None
Assumptions	Board meetings are held on a monthly basis, except for December of each year.
Means of verification	Minutes of the meetings
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above

Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.2
Indicator title	Board resolutions actioned by next Board meeting
Short definition	Actioning of qualifying Board resolutions before next Board meeting
Purpose	Give effect to Board resolutions timely
Key beneficiaries	All WCGRB stakeholders - licence holders, applicants, general public, WCG
Source of data	Source of data: Board minutes Actual data table used (if system/Excel): Schedule of Board resolutions An engagement relating to the data source will take place.
Data limitations	None
Assumptions	Board meetings are held on a monthly basis, except for December of each year.
Means of verification	Board minutes and pre-determined objective evidence
Method of calculation	Number of qualifying resolutions given effect to divided by total number of qualifying resolutions multiplied by 100
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above

Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.3
Indicator title	Number of operators' CSI programmes verified by Board Committees
Short definition	Conducting reviews on licence holders honouring their CSI commitments
Purpose	To ensure compliance with CSI commitments.
Key beneficiaries	WC Public at large especially within the catchment areas of licence holders
Source of data	Source of data: Committee minutes Actual data table used (if system/Excel): N/A
Data limitations	None
Assumptions	<ul style="list-style-type: none"> • Quorum available to conduct meetings and verify CSI commitments; and • Licence holders honour commitment iro CSI initiatives.
Means of verification	Minutes of committee meetings and visitation reports
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries - Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above

Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.4
Indicator title	Number of awareness programmes facilitated by the Board
Short definition	Interventions which informs the general public about the gambling industry and the role of the gambling board.
Purpose	Create awareness amongst the public in the Western Cape Province regarding the Board's role and mandate.
Key beneficiaries	Western Cape citizens
Source of data	Source of data: Visitation/Intervention reports Actual data table used (if system/Excel): N/A
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Resources available to conduct public awareness campaigns; Audience available to receive campaign messages; and Appropriate awareness messages being communicated.
Means of verification	Visitation/Intervention reports.
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Chief Executive Officer
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the Office of the WCGRB or it can be emitted electronically

Indicator number	1.5
Indicator title	Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion.
Short definition	The Legal Services Department assists the Board and Office with the necessary legal advice to enable decision-making that is legally compliant/sound. In addition to legal advice requested by the Board or Office, legal guidance is required in various aspects, such as requests for access to information, legal papers/court documents served on the Board which is attended to by legal services, the drafting of briefs to attorneys and counsel and correspondence of legal import or issuing legal opinions in respect of matters deliberated in meetings. “Legal opinions” as per the indicator title therefore include the request for legal guidance.
Purpose	A myriad of laws and policies finds application on the Board’s operations as a public entity. The Legal Services Department constitutes a legal advisory resource to the Board, to guide the Board and/or Office on the applicable legislation, legal principles and precedents that finds application on a given subject-matter under consideration by the Board or Office.
Key beneficiaries	The Board and the Office of the Board and indirectly the industry, other organs of state and gambling patrons.
Source of data	Source of data: Legal Services Department register and evidence file. Actual data table used (if system/Excel): N/A
Data limitations	Not all legal opinions prepared by the Department flows from a request for an opinion. Legal opinions prepared are issued in the form of correspondence, Board submissions and memoranda.
Assumptions	Resources and skilled expertise available to research and draft legal opinions.
Means of verification	Legal register and written opinions
Method of calculation	Number of legal opinions actioned or finalised divided by total number of requests received for legal opinions and qualifying resolutions multiplied by 100.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager Legal Services
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At 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
Purpose	To ensure a compliance regulatory environment
Key beneficiaries	The Office of the Board and the Department of Labour.
Source of data	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/Excel): VIP Sage
Data limitations	None
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
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager: Human Resources
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.7
Indicator title	Number of reports on the implementation of the HR Plan.
Short definition	Human Resources to ensure quarterly assessments and reviews of HR policies and practices, which are presented to the Human Capital Committee for approval and recommendation to the Board.
Purpose	To ensure Human Resources is up to date on current Human Resource best practices and ensure the WCGRB is adequately staffed and complies with relevant Labour Legislation
Key beneficiaries	The office of the Board.
Source of data	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/Excel): VIP Sage
Data limitations	None
Assumptions	<ul style="list-style-type: none"> HR Plan articulated and approved; HR Plan properly actioned; and Resources available to monitor HR Plan.
Means of verification	Quarterly HR Plan reports
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager: Human Resources
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.8
Indicator title	Number of workplace skills plan timeously submitted to Cathsseta
Short definition	Submission of WSP within the required timeframes.
Purpose	To ensure a competent workforce.
Key beneficiaries	The Board, WCGRB staff members
Source of data	Internal database, information collected from employees
Data limitations	None
Assumptions	<ul style="list-style-type: none"> The Board is duly registered on Cathseta; and All information is readily available.
Means of verification	Work Skills Plan and Annual Training Report
Method of calculation	Simple count
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager: Human Resources
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.9
Indicator title	Approved implementation plan for the roll-out and monitoring of the structure after implementation.
Short definition	Implementation of the approved organisational structure review outcome
Purpose	To ensure implementation of the approved Organisational Structure Review Outcome.
Key beneficiaries	The Office of the Board.
Source of data	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/Excel): VIP Sage.
Data limitations	None
Assumptions	<ul style="list-style-type: none"> Organisational Structure Review completed and approved; Implementation Plan approved for the roll-out of the new structure; and Resources available to monitor implementation of the Organisational Structure Review Outcome.
Means of verification	Approved Implementation Plan
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially

Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):
	<input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Manager: Human Resources
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries - Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	1.10
Indicator title	Number of financial reports to stakeholders
Short definition	Operational procedure manuals are analysed for effectiveness and relevance to current circumstances, practices and resource availability. Stakeholders are defined as the Board and Provincial Treasury. Financial reports that are submitted to stakeholders are as follows: <ul style="list-style-type: none"> • Quarterly financial report;; • Cash management performance; • IYM report; • Taxes collected; • Interim financial statements; and • Annual financial statement.
Purpose	Ensure an electronic procedure manual aligned to policies and current best practices
Key beneficiaries	Users of the financial statements, Provincial Treasury, Board, Board committees
Source of data	Source of data: General ledger, trial balance, tax collection registers Actual data table used (if system/Excel): Microsoft Dynamics
Data limitations	WCGRB accounting and administrative records

Assumptions	<ul style="list-style-type: none"> Resources available to ensure efficient department; Stakeholder co-operation to ensure timely information for processing; and Relevant oversight on the functions of administration and finance processes.
Means of verification	Minutes of meetings, audit trail of reports communicated to relevant stakeholders, quarterly oversight reports to committees.
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Administration and Finance
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At 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
Purpose	Applicants will be able to engage in activities sooner. Only entities/persons found suitable are permitted to engage in activities in the gambling industry in the Western Cape
Key beneficiaries	Licensed operators and licensed employees who can thus conduct gambling operations
Source of data	<p>Source of data:</p> <ul style="list-style-type: none"> Processing the receipt of applications in GAMS; Conducting probity in respect of applications received; Making recommendations for approval or denial to CEO; Following approval, the issuing of licences for distribution; and GAMS reports indicating number of applications received and when approved. <p>Actual data table used (if system/Excel): Log of licence applications, Genesis.</p>
Data limitations	None
Assumptions	<ul style="list-style-type: none"> All applications are considered complete (all required supporting documentation are submitted); and Have sufficient resources to process applications within 30 days.
Means of verification	System generated reports (GAMS)
Method of calculation	New applications (key and gambling) received, processed within 30 days of receipt divided by total number of new applications processed multiplied by 100.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 24 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Licensing
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	2.2
Indicator title	Percentage of renewal applications received processed on or before the date of expiry of the licence
Short definition	Applications investigated and submitted for approval/denial with a motivated recommendation within the required timeframe of 90 days.
Purpose	Only entities/persons found suitable are permitted to engage in activities in the Gambling Industry in the Western Cape and once licensed such licence is only valid for 12 months and must be renewed timely.
Key beneficiaries	Licensed operators and licensed employees who can thus conduct gambling operations
Source of data	Source of data: <ul style="list-style-type: none"> Processing the receipt of applications in GAMS; Conducting probity in respect of applications received; Making recommendations for approval or denial to CEO; Following approval, the issuing of licences for distribution; and GAMS reports indicating number of applications received and when approved. Actual data table used (if system/Excel): Log of licence applications, Genesis.
Data limitations	None
Assumptions	<ul style="list-style-type: none"> All applications are considered complete (All required supporting documentation are submitted); and Have sufficient resources to process applications within the 90-day renewal period.
Means of verification	System generated reports
Method of calculation	Total number of renewal applications received, processed on or before the date of expiry of the licence renewal period divided by total of number of renewals processed multiplied by 100.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Licensing
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	2.3
Indicator title	Percentage of licence applications to the Board approved at first submission
Short definition	All Licence applications submitted to the Board to be approved at its first submission.
Purpose	To ensure quality and efficiency in the probity and the final report to the Board.
Key beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations.
Source of data	Board meeting pack and resolutions
Data limitations	None
Assumptions	<ul style="list-style-type: none"> All applications are considered complete (All required supporting documentation are submitted); and Submission to the Board being adequate for an informed decision.
Means of verification	Manually generated reports
Method of calculation	Extraction from Board Packs and Resolutions Total number of Licence applications approved by the Board divided by total of number of licence applications submitted to the Board for approval multiplied by 100.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Licensing
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries - Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

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.
Purpose	Gambling activities in the Province must comply with the provisions of the Western Cape Gambling and Racing Act, the National Gambling Act and the Financial Intelligence Centre Act.
Key beneficiaries	The general public who partake in such gambling and betting activities
Source of data	Source of data: Assessment Reports Actual data table used (if system/Excel): Departmental Audit Planner.
Data limitations	Uncertainty regarding the number of licensed premises that will open and close during the year.
Assumptions	<ul style="list-style-type: none"> • Licence holders interpret the legislation correctly; • Licence holders comply with their Internal Control Standards; • Gaming auditors are skilled to conduct the audit; and • Resources are available to conduct activity.
Means of verification	Number of assessments conducted reconciled with the number of compliance assessment reports.
Method of calculation	Simple count of the number of assessments carried out.
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	3.2
Indicator title	Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board
Short definition	Allegations of illegal gambling that are reported to the Office of the Board and processed in the Register must have such investigation initiated within 30 days of processing such allegation.
Purpose	To curb illegal gambling in the Western Cape.
Key beneficiaries	Inhabitants of the Western Cape but specifically the communities in which such illegal gambling takes place.
Source of data	Source of data: Illegal Gambling Register Actual data table used (if system/Excel): Allegations of Illegal Gambling Register
Data limitations	Investigations may require the assistance of other law enforcement agencies and this could hinder our progress.
Assumptions	N/A
Means of verification	Recording in the Illegal Gambling Register
Method of calculation	Number of illegal gambling allegations initiated within 30 days of being processed divided by the total number of Illegal gambling allegations received in the same period multiplied by 100.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Regulatory Compliance
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries - Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

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; and • Infrastructure changes.
Purpose	The timely update and maintenance of all hardware, software and network infrastructure.
Key beneficiaries	The Office of the Board and the gambling industry (casinos, limited pay-out operators, totalisator and bookmakers).
Source of data	Source of data: Audit logs, the service desk database, maintenance downtime records and procurement information. Monthly availability reports generated by the operations monitoring system.
Data limitations	None
Assumptions	<ul style="list-style-type: none"> • All production systems are online for scheduled maintenance; • On time release and deployment of patches, pattern files and hot fixes; • Have sufficient resources (technology, Financial and Talent) to process and support ICT environment; • Enterprise management systems and infrastructure are available and deployed devices are connected to network infrastructure; and • 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; and • Software license renewals.
Method of calculation	<ul style="list-style-type: none"> • Simple extraction, calculation and counting of management information (update/deploy/install) events from system generated reports; and • Calculations as follows: <ul style="list-style-type: none"> o Total number of management (update/deploy/install) events per month for the quarter for three different systems; o Divided by the total number of automated instances or requests received per month for the quarter for three different systems; and o Multiplied by 100 per month for the quarter for three different systems then average percentage for the three systems combined.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target

Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	4.2
Indicator title	Number of ICT talent capacity competency activities accomplished.
Short definition	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: <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; and • IT training and conferences.
Purpose	Ensure users are computer literate and assist in mitigating security and governance risks
Key beneficiaries	The Office of the Board.
Source of data	Source of data: Training register, calendar entries, confirmation emails, online registrations, SCM training requests. Actual data table used (if system/Excel): MS Word training register file (electronic/printed), Outlook calendar, Outlook e-mails, electronic online registration forms (Websites), Electronic MS Word SCM training request file (electronic/printed).
Data limitations	None

Assumptions	<ul style="list-style-type: none"> • Have sufficient resources (technology, financial and talent) to process and support ICT environment; • Appropriate educational and vendor training is available; and • Have adequately and advanced skilled ICT resource
Means of verification	Attendance registers, meeting attendance registers, online training sessions attended, confirmation, certifications, technical results, meeting invites or email communications.
Method of calculation	Simple count
Calculation type	Cumulative: <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	4.3
Indicator title	Average percentage ICT information systems availability / uptime
Short definition	Collective average measure in percentage of all Information and Communication systems available/uptime per month over a quarter.
Purpose	To provide highly reliable and secure information and communication systems
Key beneficiaries	The Office of the Board and the gambling industry (casinos, limited pay-out operators, totalisator and bookmakers).
Source of data	<p>Source of data:</p> <ul style="list-style-type: none"> All production systems are configured to provide uptime information to central monitoring system; Central monitoring system record uptime information of all production systems in centralised database; Reports generated automatically for monthly uptime by central monitoring system; and Computer generated reports of production system uptime communicated to ICT. <p>Actual data table used (if system/Excel): Ops manager Monitoring System</p>
Data limitations	None
Assumptions	<ul style="list-style-type: none"> All critical production ICT systems operate seamlessly (minimal hardware and software breakage); Minimal prolonged power disruption (more than 8 hours continuously); and No Vendor or supplier shortages of critical components for production systems.
Means of verification	Monthly accurate device availability reports which are automatically generated by the enterprise monitoring system and distributed for central storage.
Method of calculation	<p>Cumulative average percentage calculation for ICT production servers availability or uptime over three (3) months (per Quarter):</p> <p>Average = Sum of server % availability or uptime / number of servers measured.</p>
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	<p>Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward</p> <p>Detail / Address / Co-ordinates: 24 Fairway Close, Parow.</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p>
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>

Disaggregation of beneficiaries – Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

Indicator number	4.4
Indicator title	Development of an implemented online request fulfilment system.
Short definition	An automation system by using advanced technology to enhance Regulatory Compliance request fulfilment process for the Betting industry.
Purpose	To provide reliable, secure and automated request fulfilment system for Regulatory Compliance
Key beneficiaries	The Office of the Board and the Betting Industry
Source of data	Source of data: <ul style="list-style-type: none"> • Consultation with licence holders; and • Internal and external research reports in respect of existing request fulfilment systems.
Data limitations	Availability of data or information (internal/external) re Processes, Technologies and Industry
Assumptions	<ul style="list-style-type: none"> • Documented business process information is not readily available; • Time to research the business process of regulatory compliance; • Workflows, roles and responsibilities (internal/external); • Technological constraints; • Human resource constraints (internal/external); and • Complexity of business process and function.
Means of verification	The existence of a developed and implemented request fulfilment system which is used by the Office of the board to streamline business processes through the use of advanced technologies.
Method of calculation	A system for requests for approvals from the betting industry for Regulatory Compliance Department at the end of the 2024 – 2025 financial year.
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually <input type="checkbox"/> Biennially
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower than target
Type of indicator	Service Delivery Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Citizen needs <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Demand Driven Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	Standardised Indicator <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations
	Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward
	Detail / Address / Co-ordinates: 24 Fairway Close, Parow.
	For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
Indicator responsibility	Head of Department: Information Technology
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries - Human Rights Groups	Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A <input checked="" type="checkbox"/> None of the above
Provincial Strategic Implementation Plan (PSIP)	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Wellbeing <input checked="" type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> None of the above
Implementation Data (Key deliverables measured)	At the office of the WCGRB.

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN



E

PART E: Annexures to the Annual Performance Plan

1. Annexure A: Amendments to the Strategic Plan

9.2 Measuring Outcomes

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

Reason for changes:

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

Programme 1: Board and Administration (TID)

Indicator number	1.8
Indicator title	Number of workplace skills plan timeously submitted to Cathsseta
Short definition	Submission of WSP within the required timeframes.
Purpose	To ensure a competent workforce.
Key beneficiaries	The Board, WCGRB Staff members
Source of data	Internal database, information collected from employees

Reason for amendment: Inclusion of new output indicator.

Indicator number	1.9
Indicator title	Approved implementation plan for the roll-out and monitoring of the structure after implementation.
Short definition	Implementation of the approved organizational structure review outcome
Purpose	To ensure implementation of the approved Organisational Structure Review Outcome.
Key beneficiaries	The Office of the Board.
Source of data	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/Excel): VIP Sage

Reason for amendment: Inclusion of new output indicator.

Programme 2: Licensing (TID)

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

Reason for amendment: Incorrect desired performance now corrected.

Indicator number	2.3
Indicator title	Percentage of licence applications to the Board approved at first submission
Short definition	All Licence applications submitted to the Board to be approved at its first submission
Purpose	To ensure quality and efficiency in the probity and the final report to the Board.
Key beneficiaries	Licensed Operators and Licensed Employees who can thus conduct gambling operations
Source of data	Board meeting pack and resolutions

Reason for amendment: Inclusion of new output indicator.

Programme 3: Regulatory Compliance (TID)

Indicator number	3.1
Indicator title	Number of compliance assessments conducted
Short definition	By carrying out compliance assessments on the activities of the licence holders, the Programme aims to ensure that licence holders conduct their business within the legislative prescripts and that gambling and betting made available to the public is offered in an honest, fair and criminal free environment
Purpose	Gambling activities in the Province must comply with the provisions of the Western Cape Gambling and Racing Act, the National Gambling Act and the Financial Intelligence Centre Act.
Key beneficiaries	The general public who partake in such gambling and betting activities
Source of data	Source of data: Assessment Reports Actual data table used (if system/Excel): Departmental Audit Planner.

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

Programme 4: Information and Communication Technology

Indicator number	4.4
Indicator title	Development of an implemented online request fulfilment system.
Short definition	An automation system by using advanced technology to enhance Regulatory Compliance request fulfilment process for the Betting industry.
Purpose	To provide reliable, secure and automated request fulfilment system for Regulatory Compliance
Key beneficiaries	The Office of the Board and the Betting Industry
Source of data	Source of data: <ul style="list-style-type: none"> • Consultation with licence holders • Internal and external research reports in respect of existing request fulfilment systems.

Reason for amendment: Inclusion of new output indicator.

To obtain additional copies of this document, please contact:

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