

# Western Cape Gambling and Racing Board



**Annual Performance Plan**  
2025/2026



WESTERN CAPE  
GAMBLING AND RACING  
BOARD

**ANNUAL  
PERFORMANCE  
PLAN**

2025/26

# Executive Authority Statement

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The Western Cape Gambling and Racing Board (WCGRB) plays a crucial role in ensuring that the gambling industry operates within a framework of integrity, fairness, and accountability. As custodians of public trust, the Western Cape Government (WCG) is committed to fostering a regulatory environment that is transparent, just, and aligned with the economic growth and job creation goals of our province. The WCGRB is responsible for instilling public confidence and trust that gambling in the Province is conducted honestly and is free from corruptive elements. Furthermore, the WCGRB also ensures that gambling, indirectly through the provincial fiscus, contributes towards **economic growth and job creation** in the Western Cape.

The WCGRB's contribution to economic growth and job creation 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 the province's revenue.

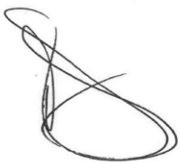
In setting out the WCGRB's Annual Performance Plan for 2025/26, guidance was taken from key strategies of the Western Cape Government, including the Provincial Strategic Plan (PSP) 2025-2030 and the Growth For Jobs (G4J) economic strategy. The PSP provide the context for the policy priorities of Growth for Jobs, Safety, Educated, Healthy and Caring Society 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.

Innovation is a key driver of our regulatory approach. In an era of rapid technological advancement, the WCGRB embraces digital transformation to strengthen governance, streamline operations, and improve oversight mechanisms. The use of technology ensures that our licensing, compliance, and monitoring processes remain efficient and effective. Through automation we can better equipped to detect and prevent unlawful activities while fostering a fair, innovative and competitive industry.

At the same time, we recognise the potential harms associated with gambling. Protecting vulnerable individuals and mitigating the risks of problem gambling is a fundamental priority. Through responsible gambling initiatives, public awareness campaigns, advocating for self-exclusion processes, and close collaboration with stakeholders, we work to create a safe environment that upholds the well-being of the Western Cape people. The WCG remains committed to implementing policies that prevent exploitation, safeguard consumers, and address the social impact of gambling.

To this end, the Annual Performance Plan will assist in monitoring and evaluating the performance of the Board against set criteria, thereby enhancing accountability, corporate governance, effectiveness, efficiency, fairness, trust and innovation. The WCGRB has my full support as they set about implementing the 2025/26 Annual Performance Plan to ensure the objectives and programmes achieve maximum benefit for the Western Cape people.



**ADV. DEIDRÉ BAARTMAN**  
MINISTER FOR FINANCE

# Accounting Authority Statement

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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 2025/26 financial year. This Board's 2025/2026 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 (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents. The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social, and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:

1. **Growth for Jobs:** The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.
2. **Educated, Healthy, and Caring Society:** Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society.
3. **Safety:** The Western Cape is a resilient and safe society.
4. **Innovation, Culture, and Governance:** The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.

Where possible, the planned outputs of the Board have been linked to the four strategic portfolios to ensure that the Board's planned performance is in line with the 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 focus on the country, and the Province's key strategic priorities as well as the current socio-economic constraints and opportunities. The APP unpacks the activities as well as administration budget essential for achieving the Board's goals. In doing so, the WCGRB reaffirms its commitment in the period under review to enforce effective regulation of the gambling industry.

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

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

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



**MR CLAUDE BASSUDAY**

ACCOUNTING AUTHORITY: CHAIRPERSON OF THE BOARD

## Official Sign-off

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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 Baartman;
- Was prepared in line with the 2025 - 2030 Strategic Plan of the Western Cape Gambling and Racing Board;
- Accurately reflects the performance targets which the Western Cape Gambling and Racing Board will endeavour to achieve given the resources made available in the budget for 2025/2026.



**Mr Robin Bennett**  
*HOD: Regulatory Compliance*



**Mr Mzikabawo Msolo**  
*HOD: Licensing*



**Ms Liezel Hartman**  
*Manager: Legal Services*



**Ms Zoé Siwa**  
*Chief Financial Officer*



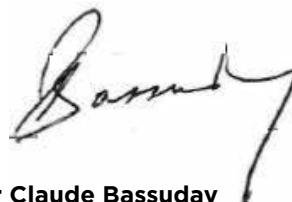
**Ms Sweetness Sixubane**  
*Manager: Human Resources*



**Mr Primo Abrahams**  
*Chief Executive Officer*



**Mr Alwin Matthews**  
*HOD: ICT*



**Mr Claude Bassuday**  
*Accounting Authority: Chairperson of the Board*

**Approved by:**



**Adv. Deidré Baartman**  
*Executive Authority/Minister of Finance*

## 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:

<b>Abbreviation / Acronym</b>	<b>Description</b>
<b>4IR</b>	Fourth Industrial Revolution
<b>ADFIN / Adfin</b>	Administration and Finance
<b>AI</b>	Artificial intelligence
<b>APP</b>	Annual Performance Plan
<b>AOP</b>	Annual Operation Plan
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>Board</b>	Western Cape Gambling and Racing Board
<b>board</b>	Collective of non-executive Board members
<b>BPA</b>	Business Process Automation
<b>CATHSSETA</b>	Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CSI</b>	Corporate Social Investment
<b>Constitution</b>	The Constitution of the Republic of South Africa, 1996
<b>COVID-19</b>	Coronavirus disease 2019
<b>DOI</b>	The Department of Infrastructure
<b>DR</b>	Disaster Recovery
<b>DRP</b>	Disaster Recovery Plan
<b>DTIC</b>	Department of Trade, Industry and Competition
<b>EE</b>	Employment Equity
<b>ERM</b>	Enterprise Risk Management
<b>EWP</b>	Employee Wellness Program
<b>EXCO</b>	Executive Committee
<b>FIC</b>	Financial Intelligence Centre
<b>FICA</b>	Financial Intelligence Centre Act, 2001
<b>FY</b>	Financial Year
<b>GAMS</b>	Gaming Administration Management System
<b>GDP</b>	Gross Domestic Product
<b>GGR</b>	Gross Gambling Revenue
<b>GLC</b>	Gambling Liaison Committee
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>GLC</b>	Gambling Liaison Committee
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>G2E</b>	Global Gaming Exposition
<b>HOD</b>	Head of Department

<b>Abbreviation / Acronym</b>	<b>Description</b>
<b>HR</b>	Human Resources
<b>ICT</b>	Information and Communication Technology
<b>IT</b>	Information Technology
<b>IYM</b>	In-Year Monitoring
<b>LPM</b>	Limited Pay-out Machines
<b>LRA</b>	Labour Relations Act, 1995
<b>MEC</b>	Member of the Provincial Executive Council
<b>Minister</b>	Western Cape Minister of Finance
<b>MOU</b>	Memorandum of Understanding
<b>MTBPS</b>	Medium Term Budget Policy Statement
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NGA</b>	National Gambling Act, 2004
<b>NGB</b>	National Gambling Board
<b>NTR</b>	National Treasury Regulations
<b>OD</b>	Organisational Development
<b>OHASA</b>	Occupational Health and Safety Act, 1993
<b>Opex</b>	Operational Expenditure
<b>PAIA</b>	Promotion of Access to Information Act, 2000
<b>PAJA</b>	Promotion of Administrative Justice Act, 2000
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>PFMA</b>	Public Finance Management Act, 1999
<b>PLA</b>	Provincial Licensing Authority
<b>POPIA</b>	Protection of Personal Information Act, 2013
<b>PSP</b>	Provincial Strategic Plan
<b>RFI</b>	Request for Information
<b>RFP</b>	Request for Proposal
<b>SARS</b>	South African Revenue Service
<b>SAPS</b>	South African Police Services
<b>SARGF</b>	South African Responsible Gambling Foundation
<b>SASSA</b>	South African Social Security Agency
<b>SCA</b>	Supreme Court of Appeal
<b>SC</b>	Senior Counsel
<b>SCM</b>	Supply Chain Management
<b>SCOF</b>	Western Cape Provincial Parliament's Standing Committee on Finance
<b>SOP</b>	Standard Operating Procedures
<b>SCOPA</b>	Western Cape Provincial Parliament's Standing Committee on Public Accounts
<b>SP</b>	Strategic Plan
<b>Act</b>	Western Cape Gambling and Racing Act, 1996
<b>TID</b>	Technical Indicator Descriptions
<b>TIPS</b>	Trade and Industrial Policy Strategies

<b>Abbreviation / Acronym</b>	<b>Description</b>
<b>TR</b>	Western Cape Provincial Treasury Regulations
<b>Type A LPM Site</b>	LPM Sites with up to 5 LPMs
<b>Type B LPM Site</b>	LPM Sites with 6 to 20 LPMs
<b>Type C LPM Site</b>	LPM Sites with 21 to 40 LPMs
<b>Type D LPM Site</b>	Independent LPM Site Operator
<b>UAMP</b>	User Asset Management Plan
<b>UPS</b>	Uninterrupted Power Supply
<b>WC / Western Cape</b>	The Province of the Western Cape
<b>WCG</b>	Western Cape Government
<b>WCGRA</b>	Western Cape Gambling and Racing Board Act, 1996
<b>WCGRB</b>	Western Cape Gambling and Racing Board
<b>WCPT</b>	Western Cape Provincial Treasury
<b>WSP</b>	Work Skills Plan
<b>WFH</b>	Work From Home
<b>WSP</b>	Work Skills Plan

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PART A:  
OUR MANDATE

## 1. Constitutional Mandate

The Board's constitutional mandate is derived from Schedule 4 of the Constitution, which prescribes that the regulation of casino's, racing, gambling and wagering, excluding lotteries and sports pools is a concurrent legislative competence of the provincial and national legislatures. The Board must observe the fundamental rights of all persons as enshrined in Chapter 2 of the Constitution in exercising its powers and the performance of its mandate. Chapter 6 of the Constitution regulates inter alia the legislative competence of the different provincial legislatures. It further deals with the resolution of conflicts in areas of concurrent legislative competences between national and provincial legislation. Chapter 6 finds application on the Board's functioning on the basis that the Board drafts proposed amendments to the Western Cape Gambling and Racing Act, Act 4 of 1996.

## 2. Relative legislative and policy mandates

The right to carry on any gambling or racing or activities incidental thereto in any manner, whether directly or indirectly, within the Province vests exclusively in the Board. The Board is authorised 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. When carrying out this mandate the Board. In giving effect to its mandate, the Board must ensure public confidence and trust in the gambling activities being practised, which must be conducted in an honest, competitive manner and be free from corruptive elements.

In this regard the Board must ensure the strict regulation of all persons, premises, practices, and activities relating to gambling and racing through the implementation of appropriate restrictions, regulations and controls. In terms of Section 71 of the Act no person under the age of eighteen (18) years shall enter any area where gambling takes place or participate in any gambling activities. This aspect, dealing with the protection of minors / youth is strictly regulated by the Board and its licence holders by means of the necessary signage and security measures implemented at land-based gambling institutions, the verification of identities and age through third party integration with the Department of Home Affairs and financial assessments in compliance with FICA.

The Board conducts its operations in compliance with the B-BBEE Act, through the promotion of broad-based black economic empowerment, being the sustainable economic empowerment of all black people, in particular women, workers, and people with disabilities. The Board accomplishes this by achieving equitable representation (of females, males, and persons with disabilities) in all occupational categories and levels of its workforce, with the guidance and implementation of its Employment Equity Plan and Targets, as prescribed in the Employment Equity Act, 1998, as amended. Furthermore, the Board supports preferential procurement from enterprises that are owned or managed by black people through application of, amongst other, the Preferential Procurement Policy Framework Act and Regulations of 2000. The Board, though the imposition of licence conditions on its licence holders, enforces policy objectives of the B-BBEE Act.

The Board supports the Women in Gaming, Africa initiative, which focuses on providing opportunities and support for women in the gambling industry. A key aspect of this initiative is the distribution of job advertisements to raise awareness of career opportunities for women in the sector. Additionally, the organisation hosts networking events that allow women from all areas of the industry to connect, share experiences, and collaborate.

In addition, the Board is responsible for promoting responsible gambling practices to the public and youth, which it does through various awareness programs. The Board also supports the efforts of the South African Responsible Gambling Foundation (SARGF), which organises campaigns to educate the public and youth about illegal gambling, how to address problem gambling, and the treatment programs available to those in need.

The Board complies with the Skills Development Act, 1998, by implementing workplace strategies aimed at developing and enhancing the skills of the South African workforce. This is achieved by offering training opportunities to staff through Personal Development Plans, which are aligned with the National Qualifications Framework as outlined in the South African Qualifications Authority Act, 1995. Additionally, the Board employs temporary staff, contract workers, and youth to assist with administrative functions at the Office of the Board, providing valuable work experience to young individuals.

The following list of legislation applies to the operations of the Board:

#### **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 government, provincial governments and local governments to promote and facilitate intergovernmental relations to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes and to provide for matters connected therewith.

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

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

#### **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, competitive 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) (“the Constitution”)**

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) (“the Act”) 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.

### 3. Institutional Policies and Strategies

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

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

Although controlling racing was initially part of the Board's mandate, a separate entity, the National Horse Racing Authority of Southern Africa, has been established to regulate horse racing in South Africa. As a result, this responsibility no longer falls under the remit of the WCGRB.

The Board's Strategic Focus for the 2025/26 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 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 National Development Plan (NDP) Vision 2030 seeks to address the long-standing challenges faced by South Africans, with the goal of eliminating poverty and reducing inequality by 2030. To achieve this, the plan aims to foster an inclusive economy, build capabilities, enhance the capacity of the state, and promote leadership and partnership across society. However, progress toward these goals has been slower than expected.

#### Overview of the MTDP 2024-2029

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasising development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. **Inclusive growth and job creation** – driving economic interventions across all spheres of government.
2. **Reducing poverty and tackling the high cost of living** – ensuring social protection and economic inclusion.
3. **Building a capable, ethical and developmental state** – enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

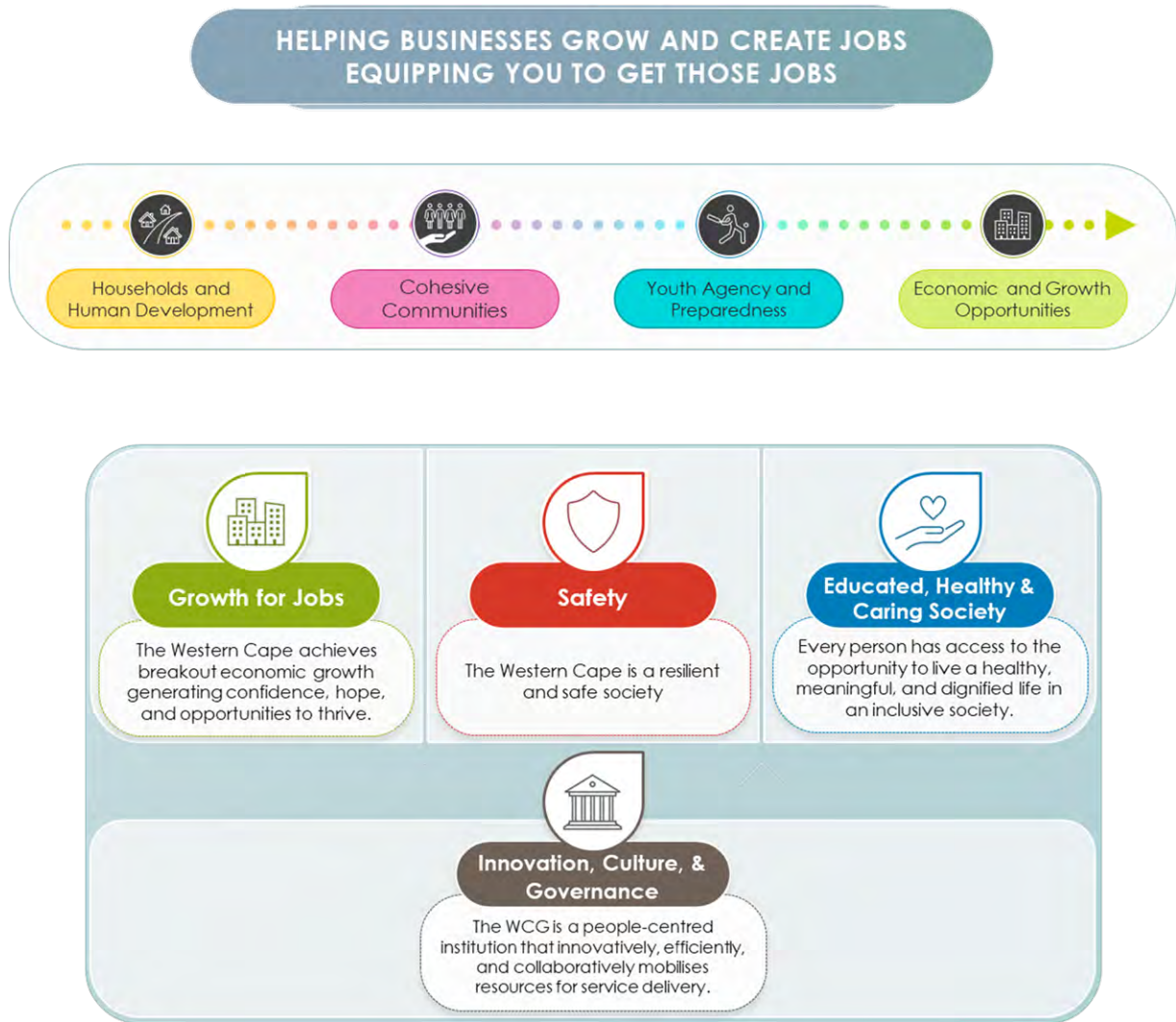
- **Economic Growth and Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction and Social Interventions:** WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

# PART A: Our Mandate

## Provincial Strategic Plan 2025-2030

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

### Overview of Provincial Strategic Plan 2025-2030



### Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social, and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

### Integrated Impact Areas



To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.

The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

	<b>Households and Human Development</b>	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	<b>Cohesive Communities</b>	Strengthening social ties to build safe, caring, and resilient communities.
	<b>Youth Agency &amp; Preparedness</b>	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
	<b>Economic &amp; Growth Opportunities</b>	Expanding economic opportunities and fostering confidence, hope, and prosperity.

# PART A: Our Mandate

In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

<b>Resource Resilience</b>	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
<b>Spatial Transformation, Infrastructure, and Mobility</b>	Strengthening social ties to build safe, caring, and resilient communities.

## WCGRB’s Alignment with PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

Key focus areas for the Western Cape Gambling and Racing Board include:

 <b>Safety</b>	 <b>Growth for Jobs</b>	 <b>Innovation, Culture, &amp; Governance</b>
Effective and Responsive Law Enforcement	Technology and Innovation  Infrastructure and the Connected Economy	Innovation  Integration and Collaboration  Culture and People-Centered Deliver  Ease of Doing Government

Through the above focus areas, the WCGRB, as an entity of the Provincial Treasury, contributes to the integrated impact areas of Cohesive Communities and Economic and Growth Opportunities.

The gambling industry in the Western Cape makes a significant contribution to government revenues through taxes and levies, as well as to the province’s gross domestic product, investment, and employment. The taxes and levies collected help enhance public services, including education, healthcare, and infrastructure, while also fostering job creation and economic empowerment for historically disadvantaged communities. Additionally, the industry attracts tourism, drives community development, and increases revenue for the province.

The Western Cape Gambling and Racing Board serves as the Provincial Licensing Authority for gambling and betting in the Western Cape and, as such, is not a service delivery public entity. Consequently, the Board’s activities and outcomes cannot always be directly linked to certain budget policy priorities. During its strategic planning, the Board reviewed how its plans align with these priorities, and the details of these alignments are provided in Part C: Measuring Our Performance under each Programme.

The WCGRB resolved to commission research into the prevalence of gambling in the province, and the incidence of problem gambling in relation to gambling opportunities licensed by the Board. A service provider has been appointed to conduct the research, which is expected to be completed by the end of April 2025. The research results will help the Board understand how prevalent the various licensed gambling opportunities are and the incidence of problem gambling associated with each. The findings will also support the Board in making informed decisions regarding the potential roll-out of additional forms of gambling and the expansion of the industry, ensuring that this is done responsibly and in a way that prevents the over-stimulation of latent demand for gambling.

Further to the above, the Board intends to conduct another research study during the next strategic period (2025-2030). This study will focus on the gambling landscape in the Western Cape, with particular emphasis on responsible gambling practices and illegal gambling activities. The research aims to provide actionable insights that will inform policy changes, enhance regulatory measures, and improve responsible gambling programmes in the Province. By examining current trends, regulatory gaps, and the impact of existing interventions, the Board expects to uncover valuable data that will guide future decisions and improvements in the regulatory framework.

The licensed gambling industry has been in existence for more than two decades, however in the Western Cape a number of legislated gambling modes has not been rolled out. These unexplored economic opportunities are ready for deeper exploration. 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.

## 4. Relevant Court Rulings

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

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

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

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

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

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

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

In essence, the dispute concerned the functional areas of concurrent legislative competence with respect to gambling contained in Schedule 4 of the Constitution. The Court dismissed the application as it found that both organs of state failed to comply with Chapter 3 of the Constitution, Sections 40 and 41 in particular. The Court re-iterated the duty on organs of state to avoid legal proceedings against one another and in particular, to adhere to the principles of co-operative governance as enshrined in the Constitution.

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

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

## PART A: Our Mandate

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The Court ruled that Totalisator betting on sports does not fall within the definition of a sports pool as envisaged in the Lotteries Act and is regulated in terms of National Gambling Act and the provincial legislation. The appeal was therefore dismissed with costs.

### **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. The matter was heard on 4 February 2025 and judgement has been reserved.

### **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 1997 Policy Determinations that introduced the regional exclusivity for the five casinos in the Province as invalid and of no force and effect. The Court declared that Clauses 1.1(c) and (d), which specifies the 10-year exclusivity period applicable to casino operator licences, expired by effluxion of time and is no longer operative. Furthermore, the Court confirmed that the Board is authorised to consider applications for relocation of a casino in accordance with the Act. The 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 economic empowerment in the Western Cape High Court and the Court a quo 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.



**PART B:**  
**OUR STRATEGIC FOCUS**

# PART B: Our Strategic Focus

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## 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 the Minister for Finance who is assisted by the Western Cape Provincial Treasury. The Provincial Parliamentary Oversight committees are the Standing Committee on Finance, and the Public Accounts Committee.

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

### 1.1 External Environment Analysis

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

#### Economy

South Africa's economy is forecast to grow at an average of 1.8 per cent over the next three years as momentum starts to pick up after more than a decade of stagnant growth. The medium-term outlook is supported by higher investment and household consumption, aided by a stable inflation outlook, moderate employment gains and improving household balance sheets. Continued easing of structural constraints will support the economy by fostering additional investment – including in infrastructure.

Electricity generation capacity continues to recover. Between April and December 2024, the energy availability factor averaged 62.4 per cent – 7.1 percentage points higher than the same period in 2023. This coincided with a reduction in unplanned power cuts (Figure 2.1) and increased planned maintenance. Scheduled power cuts were suspended between 27 March 2024 and 30 January 2025. Additionally, household solar panels and private-sector generation projects continued to increase photovoltaic (PV) output.

The National Treasury projects real GDP growth of 1.9 per cent in 2025, up from a downwardly revised estimate of 0.8 per cent growth in 2024. The downward adjustment is due to a third-quarter GDP contraction driven by weak activity reported for agriculture and transport. Fourth-quarter growth figures are expected to show an improvement, reflecting higher consumer spending in response to easing inflation and the onset of the two-pot retirement reform.

Medium-term growth will be underpinned by household consumption on the back of rising purchasing power, moderate employment recovery and wealth gains. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

Although employment reached an all-time high of 16.9 million people in the third quarter of 2024, the year-to-date average unemployment rate of 32.8 per cent exceeds the long-term average of 27.5 per cent as labour force growth outpaces economic growth.

Over the medium term, employment growth is expected to increase gradually, in line with GDP. South Africa's employment rate – the percentage of the working-age population that is employed – is about 40 per cent, far below the global average of 55–65 per cent. Compared with similar economies, South Africa has low levels of agricultural employment, self-employment and informal economic activity. Addressing this challenge requires stronger economic growth, and labour demand and absorption.

Headline inflation declined to 2.9 per cent in the fourth quarter of 2024, resulting in average inflation of 4.4 per cent for the year. Consumer inflation is projected to average 4.5 per cent in 2025 and 4.6 per cent in 2026.

The global outlook faces downside risks from rising trade disputes and geopolitical tensions, financial market volatility, tightening financial conditions for developing economies, rising commodity prices and China's property sector slowdown. Domestically, fiscal risks, adverse weather events, rising input costs and logistical issues could threaten growth. Conversely, lower interest rates, greater than-expected withdrawals from the two-pot retirement system and progress on economic reforms could boost confidence and demand.

The growth outlook underscores the opportunity to move to a significantly faster economic growth path through sustained progress in raising investment and productivity. The outlook could be supported by stable macroeconomic policies, improved efficiency and competitiveness driven by structural reforms, enhanced state capability to deliver services and improved infrastructure investment over the medium term.

Given the fiscal constraints, the Board will have to be effective and efficient when conducting its operations, implementing innovative measures where possible.

Despite the poor economic conditions in South Africa, the gambling industry has experienced significant growth in gross gambling revenues during FY2024.

In terms of the National Gambling Board's Statistics for FY2023/24:

- The gambling industry grew by 25.7% between FY2022/23 and FY2023/24, however this growth was unbalanced between the modes of gambling. Growth is now entirely driven by betting on sport and other contingencies.
- Apart from its high growth figures, the betting segment also expanded its market share to make up 60.5% of gross gambling revenue (GGR). Casinos shrank to 29.3%, while LPMs formed 7.0% and bingo 3.2% of GGR. The make-up of the gambling industry shifted in FY2020/21 when casinos lost their dominance and has continued to see the betting segment gain momentum.
- Gross gambling revenue (GGR) generated in the gambling industry during FY2023/24 amounted to R59.3 billion. This represents a 25.9% increase from the previous year's GGR of R47.1 billion.
- The Western Cape has overtaken Gauteng as the largest gambling market, with the Western Cape sitting at 31.7% market share at the end of FY2023/24. Gauteng (22.1%) and Mpumalanga (21.9%) hold roughly equal market shares.
- GGR growth was high for the Western Cape and Mpumalanga at 53.6% and 49.3% respectively.
- Analysis of GGR by gambling mode revealed betting to have generated 60.5% of industry GGR at R35.9 billion. Casinos generated GGR at R17.4 billion (29.3%). The LPM industry is the third largest sector (7.0%), generating R4.1 billion during FY2023/24. The bingo industry generated 3.2% of revenues at R1.9 billion.
- GGR growth between the modes of gambling showed unbalanced growth between the modes of gambling with betting driving growth. Betting increased by 51.2% relative to the previous year. The casino industry saw miniscule growth (0.1%), while LPM GGR declined by 1.9%. The bingo industry experienced low growth of 2.4%.
- Taxes/levies amounted to R4.8 billion during FY2023/24, which is 19.2% higher than the value in the previous year. Betting generated the largest proportion of taxes/levies at 49.9%, followed by casinos (36.5%), LPMs (10.2%) and bingo (3.4%).
- The Western Cape (30.7%) accounts for the largest share of taxes/levies generated across provinces, with Gauteng (23.8%) and Mpumalanga (17.8%) also generating sizable shares.

The gambling industry in the Western Cape has generated gross gambling revenue to the amount of R18.8 billion for FY2024. This represents 31.7% of the total gross gambling revenue generated in South Africa for FY2024.

## PART B: Our Strategic Focus

For the 31 March 2024 financial year, the Board collected gambling taxes and levies to the amount of R1.5 billion, representing an increase of 40% since the prior year. Refer to the table below for the year-to-year comparison.

Taxes and levies collected	31 March 2024	31 March 2023
Provincial Taxes	1 500 271 079	1 072 707 983
Annual Licence Fees	4 001 958	3 891 309
Interest, fines and penalties	198 725	159 403
<b>Total collected</b>	<b>1 504 471 762</b>	<b>1 076 758 695</b>

Taxes collected in respect of Horse Racing and Betting represents 65% of provincial taxes, the majority of which is contributed by betting on sports.

### Broad Based Black Economic Empowerment

The Board's mandate is to regulate the gambling industry through the licensing of suitable, fit and proper 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 level.

As the regulator and licensing authority, the Board is legally mandated to enforce the principles of Broad-Based Black Economic Empowerment (B-BBEE) within the gambling industry and establish qualifying criteria for issuing licenses and other approvals. Under Section 10 of the Broad-Based Black Economic Empowerment Act 53 of 2023 (as amended), the Board is empowered to set these criteria for licensing in the gambling sector.

The Board oversees licensees' B-BBEE initiatives, monitors their achievements, and ensures compliance with B-BBEE requirements. The Board's sectorial committees act as review and advisory bodies, assessing industry compliance with the conditions attached to licenses. Additionally, the WCGRB sets specific B-BBEE target levels for each licensed operator across different sectors of the gambling industry. License holders' B-BBEE performance is reviewed annually, with additional conditions imposed as necessary, reasonable, and justifiable. This process is aimed at maximising empowerment, transformation, and upliftment in alignment with the government's broader transformation objectives.

License holders who are not exempt from the application of the B-BBEE Codes are required to undergo an annual evaluation by an accredited B-BBEE rating agency and submit the resulting rating certificate to the Board. If a license holder fails to meet the B-BBEE targets or conditions, they must provide an explanation for the shortfall and outline the corrective measures they will take to achieve the required level or target.

In addition to supporting B-BBEE objectives for transformation, license holders have made various bid commitments towards Corporate Social Investment (CSI) in different regions and for causes aligned with the licenses awarded. These commitments are embedded in the conditions of the licenses and are audited annually for compliance as part of the Board's license renewal process. The Route Operator, Casino Operator, and Bookmaker sectors each have CSI projects with measurable plans and objectives. These entities also perform well in terms of B-BBEE level certification, as issued by accredited verification agencies.

At the national level, the National Gambling Board of South Africa monitors and publishes data on the state of transformation and growth within the gambling industry. The data reveals that, both nationally and in the Western Cape Province, financial interests and shareholding in the industry are concentrated among a few major players who have stakes across all sectors of the gambling industry. This centralisation leads to a concentration of control and uniform policy execution across sectors, rather than regionally tailored approaches. This trend is particularly evident in the casino and Route Operator sectors, with broader economic participation seen in the LPM (Limited Payout Machine) sites and the bookmaking industry. As the Board licenses new forms of gambling, it aims to create an enabling environment that encourages the empowerment of new market entrants and expands opportunities for broad-based empowerment.

The Supreme Court of Appeal outlined a four-stage process that the Board must follow when reviewing the B-BBEE commitments of license holders annually. In response to the Court's guidance, the Board developed a new B-BBEE policy, which required industry consultation before its final adoption during the 2023/24 fiscal year. This policy establishes the Board's B-BBEE objectives for the gambling and racing industry in the Western Cape and outlines the processes to be followed both quarterly and annually. These processes are designed to ensure compliance with B-BBEE objectives in a legally compliant, procedurally fair, and substantively equitable manner.

## Industry Developments

### Sportsbetting

Since the pandemic, individuals and businesses have increasingly shifted towards online commerce and digitisation across many sectors. This shift has driven the growth of e-commerce and contributed to the rapid expansion of remote betting transactions through online, mobile, and telephone platforms. Patrons can now place bets from any location, without the need to visit a physical gambling venue or betting premises. As a result, the Board has observed a significant increase in tax collections related to sports betting via telephone, mobile, and online methods. Additionally, there has been a substantial expansion in the range of betting options and products available, offering a broader variety of betting contingencies provided by bookmakers.

### Horse-racing

Horse-racing as a betting contingency has seen a decline in popularity, with the Board observing a significant drop in betting taxes from this contingency in recent years, both for tote betting (open bets) and fixed-odds betting.

In response, the Totalisator Operator is exploring several new proposals aimed at generating revenue to support horse racing as a sport and encourage customers to return to racing venues as a preferred destination.

### Interactive/online gambling

The global and local growth of e-commerce highlights the need for the legalisation and regulation of interactive gambling. Currently, South Africa maintains a statutory ban on interactive or online gambling, leaving the public with no legal alternatives and driving them towards illegal gambling with unlicensed, unscrupulous operators. These unlicensed operators evade taxes, are not subject to responsible gambling regulations, and do not contribute to meaningful employment. Licensed operators, in turn, are forced to compete with these illegal entities, making it extremely difficult to permanently shut down illegal online gambling operations. The state has a responsibility to apprehend and eliminate these illegal operators, with the Board having made significant progress in this area.

Licensed operators undergo a rigorous vetting process to ensure that the legal gambling industry remains free from corruption and illegal activities. The Board has actively engaged with policymakers at the national level, advocating for mechanisms to license and regulate interactive gambling. In line with this, the Remote Gambling Bill (B11-2024) was introduced to the National Assembly on 16 April 2024. The Bill aims to establish a legal framework for regulating and controlling all remote gambling activities, ensuring an efficient and effective remote gambling regulatory regime in South Africa. A Notice was published on 8 November 2024 indicating that Mr Roger William Tobias Chance, MP, intends to reintroduce the Remote Gambling Bill, 2024, in the National Assembly of Parliament. The Board submitted comments on the Bill to the Speaker of the National Assembly.

### Draft Amendments Bills/Policy Determinations

Draft Amendment Bills providing for the relocation of casinos in the Western Cape is still under consideration by the 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 High Court declared certain sections of the Policy Determinations invalid and of no force and effect whilst others have expired by the effluxion of time. The judgment paved 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.

## PART B: Our Strategic Focus

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The Board has since received an application for the relocation of one of the outer-lying casinos to the Metropole. The Board has completed the public participation process and is in the process of considering the application.

### Research Initiatives

In terms of Section 12(19) of the Act, the Board is competent to conduct studies and investigations into gambling throughout the Province.

The WCGRB resolved to commission research into gambling prevalence in the Province, the incidence of problem gambling, and to examine the play management systems of licence holders. A service provider has been appointed to conduct the research which has been finalised. The final report will be rendered by the end of April 2025.

The following aspects will be researched:

- (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) Assessment of the various harm minimisation tools and play management systems of licence holders; and
- (iv) The impact of harm minimisation tools on responsible gambling practices, particularly when those tools may be ineffective or encourage irresponsible gambling.

As a Regulator, the Board must consider the roll out of additional forms of gambling and the expansion of the industry in a responsible manner that guards against over-stimulation of the latent demand for gambling. The outcome of the research will therefore inform the Board's decision-making insofar it pertains to the approval of licenses as well as the Board's approach in respect of the elimination of illegal gambling and responsible gambling initiatives.

### Responsible Gambling

The risk of problem gambling is an unintended, but a recognised consequence of legalised gambling. The Board, through various initiatives, will continue to place an enhanced focus on responsible gambling under the guidance of the Responsible Gambling Committee. Over the past year, there has been increased public awareness about the benefits of responsible gambling, as well as the dangers and harm associated with problem gambling. Resources are available to those seeking assistance.

License holders are encouraged to be vigilant in identifying the signs of harm, ensuring that potential problem gamblers and at-risk players are recognised early. While the self-exclusion process serves as a tool to restrict access to licensed establishments for problem gamblers, the Board's ultimate goal is to educate both the general public and the gambling community to the extent that self-exclusion is never necessary.

The increase in self-exclusions during the 2023/24 financial year suggests that the Board's responsible gambling awareness initiatives are having a positive impact. In the 2022/23 financial year, the Board processed 34 self-exclusions, while in 2023/24, this number rose to 72 – an increase of 112% compared to the previous year.

Looking ahead, the implementation of responsible gambling legislation, expected to be operational during the 2025/26 financial year, is anticipated to significantly strengthen the Board's efforts in combating problem gambling.

### Licensing of Further Modes of Gambling

The Board made a determination to expand the gambling opportunities available to date by incorporating additional modes of gambling as outlined in Section 27 of the Act. This includes the licensing of Bingo and Type B, C, and D LPM (Limited Payout Machine) offerings. While pursuing this expansion, the Board remains mindful of its responsibility to prevent the overstimulation of gambling, carefully balancing the associated risks and benefits. It also considers the competing interests of both the community and licence applicants. To ensure broad input, the Board conducted a public participation process, inviting comments from the public and interested parties on the desirability of expanding gambling options. Moving forward, the Board will continue to be guided by relevant legal considerations and research.

There are currently 3,000 LPMs licensed for rollout across the Province. To date, the Board has issued Type A LPM site licences, allowing Site Operators to offer up to five LPMs for patron play within their licensed establishments. Type B LPM site licences permit the rollout of up to 20 LPMs, while Type C LPM site licences allow for up to 40 LPMs. Additionally, Type D LPM licences enable independent site operators to offer up to 40 LPMs for play. Each category of LPM site licence requires additional regulatory approvals and is subject to specific investment and operational requirements. The Board is taking the necessary steps to facilitate the rollout of Type B LPM sites.

In addition to the economic benefits for license holders and the gambling taxes generated for the Province, the expansion of gambling opportunities also creates employment and opens doors for new market entrants to join the gambling industry. Moreover, it benefits the broader community through corporate social investment, infrastructure development, staff training, as well as the offering of learnerships and work experience opportunities.

### 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 and has been referred to the Mediation Committee in terms of Joint Rule 186(1)(a).

The Twentieth and Twenty-first Amendment Bills, 2022 were published for public comment on 10 June 2022. It provides for the relocation of a casino to the Metropole and makes provision for, amongst others, the concomitant fees and legal considerations to be taken into account by the Board. The amendments in the Draft Western Cape Twentieth Gambling and Racing Amendment Bill predominantly provides for the relocation of a casino, does away with 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. The Provincial Government is conducting a policy review, which may result in the adoption of a new policy regime that could affect the content of these bills, which are still under consideration by the WCPT.

The Remote Gambling Bill (B11-2024) was introduced in the National Assembly on 16 April 2024. A major change to the Bill is that it authorises provinces, and not the National Gambling Board, to regulate the issuing of licenses, and collecting the prescribed fees within its Province. The purpose of the Bill is to provide a legal basis for the regulation and control of all remote gambling activities and to ensure an efficient and effective remote gambling regulatory regime in the Republic of South Africa. The Bill also provides for uniform norms and standards in respect of remote gambling to be applicable throughout the Republic, to prevent and protect minors, and vulnerable persons from being exposed to the negative effects of gambling, and to protect players, the public and licensed remote gambling operators. A Notice was published on 8 November 2024 indicating that Mr Roger William Tobias Chance, MP, intends to reintroduce the Remote Gambling Bill, 2024, in the National Assembly of Parliament. The Board submitted comments on the Bill to the Speaker of the National Assembly.

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 licence, 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, 2024 were updated and published in the Gazette on 28 March 2024 to effect inflationary increases to the statutory application, licence and investigation fees. These fees are adjusted annually for inflation and the adjusted fees took effect on 1 April 2024.

## PART B: Our Strategic Focus

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### 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 and in order to execute its legislative mandate, the WCGRB hosted a Responsible Gambling Summit on 23 – 24 November 2023. 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, etc. The implementation of the Summit recommendations is an ongoing process.

The Board has developed a Responsible Gambling Framework, which is currently being implemented, and has resolved to employ dedicated staff in a newly formed Responsible Gambling Unit to ensure that this crucial aspect of legalised gambling receives focused attention.

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.

### Technological Advancements

Technological innovations, especially from an ICT perspective, are considered as main drivers for technological, social, economic, and cultural changes. The ICT Innovations influenced the fastest changes and stretched organisations on how they would 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 electricity, digital technology, transformation and connectivity had implications on the strengths, weaknesses, opportunities, and threats for organisations. As the proliferation of internet traffic, connected devices and Internet of Things increases, the threat of cyber-attacks and data privacy grows. The need for robust security measures in safeguarding sensitive data while assuring compliance with data privacy regulations increased the demand for ICT security products, software, services, experience, digital skills and capacity<sup>1</sup>.

The advancement in technology continued to generate new and innovative methods for gambling and online betting on sport and is still a growing market. Online betting exponentially increased over the past four years, in comparison to other forms of gambling such as Casino, the LPM and Totalisator. Regulators must ensure that they are sufficiently skilled and staffed to address widespread and continuous technological changes, such as the growing demand for digital capabilities in artificial intelligence, data science and cybersecurity. Future mode of operations will see more businesses integrating artificial intelligence and automation to improve decision-making processes, streamline operations, and boost customer engagement. The lack of specific regulations and standards for AI to address concerns such as AI ethics, bias, and accountability also pose major strategic and operational risks for organisations<sup>2</sup>.

Some of the technology barriers in South Africa include the use of legacy systems and infrastructure by many industries, which are incompatible with cutting edge technologies and global digital standards. Limited internet penetration in rural and underserved areas still face challenges accessing reliable broadband and digital services and in turn stifled innovation. High costs of data also restrict small businesses and consumers to access online services.<sup>3</sup>

<sup>1</sup> International Trade Administration Report

<sup>2</sup> International Trade Administration Report

<sup>3</sup> International Trade Administration Report

## Challenges to be Addressed

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

Challenge:	Mechanisms to address the challenges
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"> <li>The Board is attending forums and conferences to ensure that the Board is kept abreast of all new developments in respect of technological advances.</li> </ul>
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 Office of the Board.	<ul style="list-style-type: none"> <li>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.</li> <li>The Board is currently employing temporary employees to assist with the current workload and plans to hire interns in the near future.</li> <li>The filling of vacancies within the Board will be prioritised.</li> </ul>
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 was initially offered by the Department of Infrastructure, however, the Board has been informed that the Department does not have capacity to assist the Board.	<ul style="list-style-type: none"> <li>A project manager has been appointed and the process of refurbishment and fit-out of office accommodation is in progress.</li> </ul>

## 1.2 Internal Environment Analysis

The vision of the Board is to be one of the leading gambling regulatory authorities 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 is committed to the sustainable economic empowerment of all Black people, with a particular focus on women, workers, and people with disabilities. This is achieved by promoting equitable representation across all occupational categories and levels within its workforce, in line with the implementation of its Employment Equity Plan and Targets. Additionally, the Board supports preferential procurement from enterprises owned or managed by Black individuals, in accordance with the Preferential Procurement Policy Framework Act and Regulations of 2000, among other applicable frameworks.

The Board ensures the strict regulation of all individuals, premises, practices, and activities related to gambling and racing through the implementation of appropriate restrictions, regulations, and controls. In accordance with Section 71 of the Act, no person under the age of eighteen (18) is permitted to enter any area where gambling takes place or participate in any gambling activities. The Board, along with its license holders, rigorously enforces the protection of minors and youth. This is achieved through the use of necessary signage, security measures at land-based gambling establishments, identity and age verification via third-party integration with the Department of Home Affairs, and financial assessments in compliance with FICA regulations.

## PART B: Our Strategic Focus

The Board's Strategic Focus for the 2025/26 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 has issued Type A LPM site licences, which allow site operators to offer up to 5 LPMs for play by patrons in their licensed establishments. Type B LPM site licences permit the rollout of up to 20 LPMs, while Type C LPM site licences allow for up to 40 LPMs at a licensed site. Each category of LPM site licence requires additional regulatory approvals, with distinct investment and operational requirements prescribed for their implementation.

The Board initiated a public participation process to invite feedback from interested parties on the desirability and feasibility of expanding the industry through the rollout of additional licence categories provided for in the Act. These include Type B, C, and D LPM site licences, and a third Route Operator licence. The feedback received was largely in favor of expanding gambling opportunities in the Province. Moving forward, the Board will carefully balance the competing interests and rights involved when economic opportunities are created. A rigorous process will be followed when a decision is made to license further modes of gambling, as outlined 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 economic growth and job creation in the Province of the Western Cape.

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

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

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

Figures in millions	2024	2023	2022	2021	2020
Board's own income	R 54	R 52	R 47	R 42	R 40
Government grant	R 21	R 25	R 26	R 28	R 38**
Total	R 75	R 77	R 73	R 70	R 78
Board's own income % allocation	72%	68%	64%	60%	51%
Government grant % allocation	28%	32%	36%	40%	49%
Cash surplus returned to the PRF	R -10	R -14	-	-	R -13
Cash surplus approved for retention	-	-	R -15	R -17	-
Net government grant	R 11	R 11	R 11	R 11	R 25

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

*The Board has applied to retain the cash surplus of R10 million for FY2024.*

On average, over a period of five (5) years, the Board's own revenue represents 63% of the Board's total income, whereas the government grants represent 37% of the Board's total income. Total income in this regard only refers to the statutory fees and the government grant and exclude items such as interest income and other miscellaneous income.

For the past five (5) years, the government grant from the Western Cape Government, represented, on average, 3.2% of the total taxes and levies collected by the Board on behalf of the Western Cape Government.

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

### **(b) Increase in provincial taxes**

Over the past five (5) fiscal years, the Board collected R4.366 billion in taxes and levies on behalf of the Western Cape Government, see table below.

<b>Taxes and levies collected over the past five years</b>						
<b>Figures in millions</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>Total</b>
Taxes and levies collected	R1 436	R1 038	R 759	R 462	R 671	R 4 366
Government grant as a % of taxes and levies collected	1.5%	2.0%	3.0%	6.0%	6.0%	3.2%
Net government grant as a % of taxes	0.8%	1.0%	1.0%	2.0%	4.0%	1.6%

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

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

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

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

The Board's sectoral committees which serve as review and advisory committees to the Board, monitors the set conditions and analyses quarterly reports from licence holders on the status and plans for achieving, maintaining and improving on the set B-BBEE target levels. Licence holders 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 for the empowerment of new market entrants and provide new scope for broad-based empowerment.

## PART B: Our Strategic Focus

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### Implementation of the Approved Organisational Structure Review Outcome

As at 31 March 2024, the Minister for Finance appointed seven (7) members to the Board. Sixty-five posts (65) were filled out of seventy-four (74) approved posts. The recruitment process for the critical vacant positions is underway.

The lack of resources at the WCGRB remains a significant concern. The existing organisational structure predominantly has remained the same since the inception of the Board although the gambling industry expanded year on year. The Board resolved that its organisational structure must be reviewed to ensure an optimal organisational structure. The organisational structure will be impacted by the Board's decision to expand gambling offerings in the Province. The existing workforce is not adequate to address the operational demands or additional volumes of licence applications. With regard to the potential additional resources that may be required, the Board has conducted an Organisational Design review to determine both the Board's current and future operational needs.

Following the review of the WCGRB's organisational structure, prompted by the expanding gambling industry, the Board approved the creation of an additional 41 posts. The Organisational Design Review process has been completed and approval for implementing its outcomes has been requested. Fiscal constraints affecting the Province require that the additional posts, be filled incrementally. Over the MTEF period, the Board has secured funding to fill fifteen (15) of the additional posts. The remaining posts are currently unfunded, and appointments relative to these positions will be actioned as funding becomes available.

The Board continues to implement the interventions identified in the Organisational and Leadership Culture change implementation plan. The plan contains twelve (12) distinct action points that need to be addressed by staff and management within specific timelines. These action points include, among others, the promotion of cultural diversity and strong change agency culture.

### Technological Advancements

Technological innovations and advancements are considered as main drivers for social, economic, and cultural changes. ICT Innovations influenced rapid changes and stretched organisations, including the WCGRB on how we approach normal business practices.

The high dependency on electricity, digital technology, transformation and connectivity still has implications on the strengths, weaknesses, opportunities, and threats for organisations. As the proliferation of internet traffic, connected devices and Internet of Things increases, the threat of cyber-attacks and data piracy grows. This results in an increased demand for IT security products, software, services, experience, digital skills and capacity.

The Office of the Board is not immune to these implications and had to assess its capabilities to continue functioning. The WCGRB took the following actions:

- Strengthened its network capability for a distributed workforce,
- Enhanced its electricity supply through the implementation of alternative energy sources,
- Improved its information and physical security defence mechanisms,
- Equipped employees with the necessary tools for working from home (WFH),
- Enabled secure remote access via virtual private networks to access the 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 the WCGRB employees to ensure information and data are protected.

Apart from the WCGRB staff being enabled to perform tasks remotely, WCGRB video conferencing, collaboration and communication capability continue to make distributed work environments possible. This allowed for the continuation of the Board, Committee and departmental meetings, information sharing, remote support and staff training possible. Communication with stakeholders continued through telephonic, email communication as well as video conferencing capabilities.

The Finance and IT Committee, including the Audit and Risk 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. The ICT activities were dealt with via the WCGRB Service Desk Management system, while the ICT department performed routine maintenance via a distributed methodology.

The Board's continuous focus has been on its move toward business process automation and the implementation of digitised automation systems. This includes online enablement, streamlining operations, and improving decision-making for the Office of the Board and the gambling industry in processing gambling licence applications. The WCGRB will expand this capability to further develop and optimise business processes for both the Office of the Board and the gambling industry.

The advancement in technology continued to generate new and innovative methods for gambling and online betting on sport has been a growing market. Online betting exponentially increased over the past four years, in comparison to other forms of gambling such as Casino, the LPM and Totalisator. Regulators must ensure that they are sufficiently skilled and staffed to address widespread and continuous technological changes, such as the growing demand for digital capabilities in artificial intelligence, data science and cybersecurity. The lack of specific regulations and standards for AI to address concerns such as AI ethics, bias, and accountability also pose major strategic and operational risks for organisations.

In the future, businesses will increasingly integrate artificial intelligence and automation to enhance decision-making, streamline operations, and improve customer engagement.

Refer to Part C: Measuring Our Performance, Section 1.4: Information and Communication Technology for the department's planned performance over the medium-term period in this regard.

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

During FY2023/24, the Board hosted a Responsible Gambling Summit. 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 achieved the desired outcomes and the Board is in the process of implementing the resolutions stemming from the Summit.

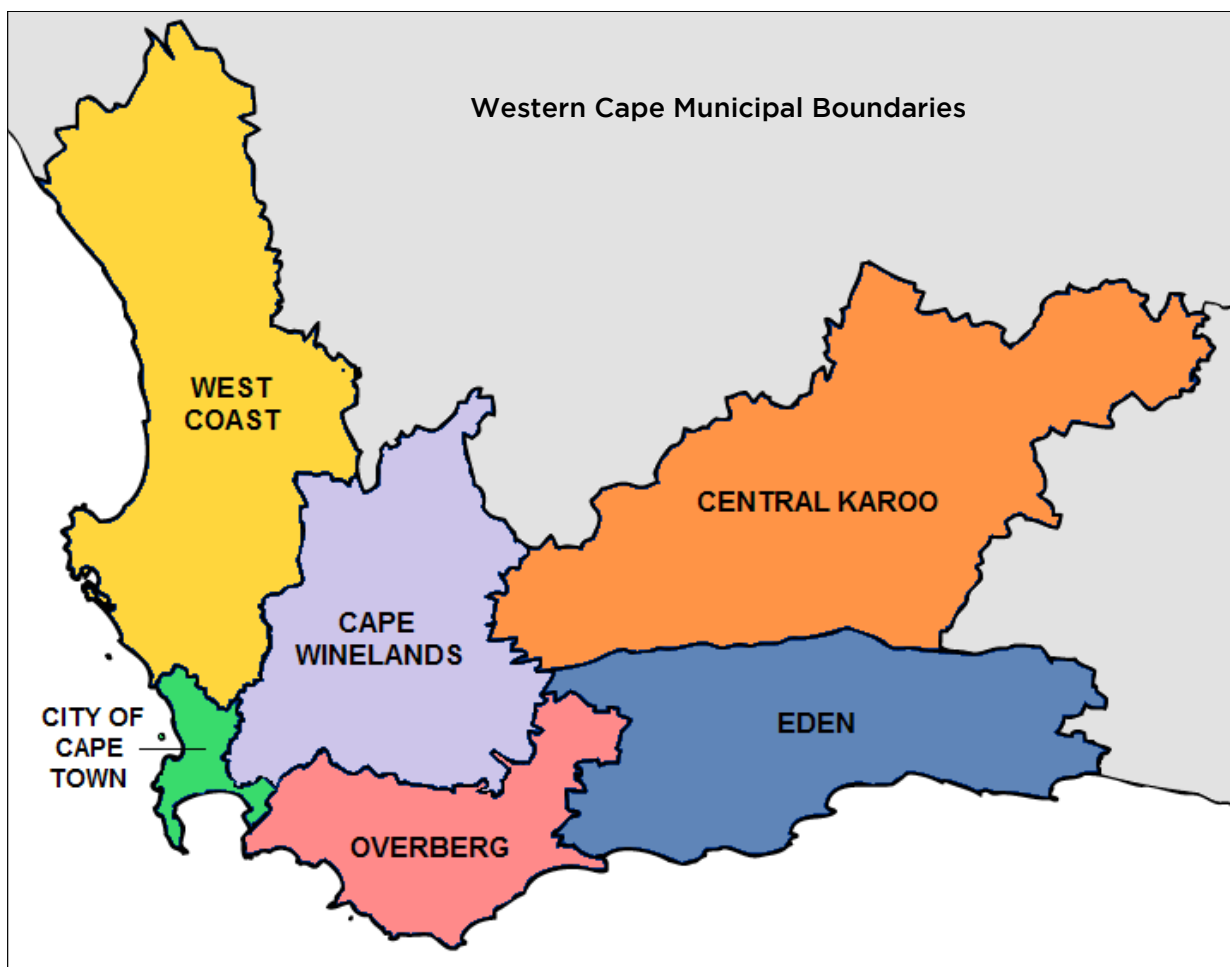
## PART B: Our Strategic Focus

### Service Delivery Environment

As at 31 March 2024 the legal gambling and betting industry in the Western Cape which spans the full geographical area of the Western Cape comprised of:

Licence Activity	31 March 2024	31 March 2023
Licensed casinos	5	5
Licensed limited pay-out machine operators	2	2
Licensed bookmakers	64	58
Licensed totalisator	1	1
Licensed premises	702 486 LPMs 171 Bookmakers 45 Totalisators	702 488 LPMs 160 Bookmakers 54 Totalisators
Licensed gambling devices	6 834	6 798
Employee licences*	6 480	6 265

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



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 - 486	344	59	15	23	44	1
Bookmakers - 171	149	6	11	1	4	0
Totalisators - 45	38	2	4	0	1	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 a 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.

## PART B: Our Strategic Focus

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.

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 staff establishment as of 31 March 2024 comprised 74 posts. The table below depicts the employment and vacancies per programme as of 31 March 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
<b>TOTAL</b>	<b>74</b>	<b>65</b>	<b>9</b>

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

The 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 FY2024, 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-24	31-Mar-19	31-Mar-15
Casino	384 595 938	428 481 241	409 061 070
Horse Racing and Betting	980 234 217	93 154 513	50 917 960
Limited Pay-out Machines	135 440 924	125 711 109	76 004 555
<b>Total taxes collected</b>	<b>1 500 271 079</b>	<b>647 346 863</b>	<b>535 983 585</b>
Increase in gambling taxes collection	852 924 216	111 363 278	
% increase	132%	21%	

Tax collections for FY2024 represents an increase of 132% when compared with tax collections for FY2019. Notably, tax collections for the betting industry increased by 952% when compared with tax collections for this industry for FY2019.

As at 31 March 2024, five casinos were operative and two Limited Payout Machine (LPM) Route Operators with approximately 2 100 operative LPMs in 486 sites. In addition, there were 64 licensed bookmakers operating at 171 sites and 1 Totalisator with 45 Totalisator sites. As at 31 March 2024, there were 6 834 licenced gambling devices and 6 480 licenced employees as depicted by the table below:

License Activity	31-Mar-24	31-Mar-19	31-Mar-15
Licensed casinos	5	5	5
Licensed limited pay-out machine operators	2	2	2
Licensed bookmakers	64	43	36
Licensed totalisator	1	1	1
Licensed premises	702	640	594
Licensed gambling devices	6 834	6 040	5 704
Licensed employees	6 480	7 195	3 799

Notable increases in respect of licenced activities over the past six (6) years are as follow:

- Increase of 49% 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, 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.

This results in further vulnerabilities in the Board as personnel with institutional knowledge are exiting the organisation.

## PART B: Our Strategic Focus

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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. Of the additional 41 posts approved by the Board, due to fiscal pressures, funding has been secured to fill fifteen (15) posts over the MTEF period.

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 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. This power has subsequently been delegated to the Provincial Treasury. 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 program (EWP) is an effective and well-managed programme. A key function of an EWP service is the minimisation of behavioural risk, both to the individual making use of the service and to the organisation. Identifying areas of high risk is, accordingly, a key component of the analysis of utilisation data. Each new case is evaluated for the extent to which it affects the overall work and social functioning of the individual. The Board will continue raising awareness to ensure sustained awareness and engagement with the programme.

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

To ensure the Board is adequately capacitated, it endeavours to strengthen its capabilities through necessary training, 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 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 base its determinations on whether to participate in the litigation on the nature of the relief sought and the legal implications on the Board's mandate and the industry it 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 was granted leave to appeal to the SCA, and judgement was granted in favour of the Board. The Applicants filed a Notice of Application for Leave to Appeal to the Constitutional Court. Both the Board and the Minister of Finance filed a Notice of Opposition and Founding Affidavits to the Constitutional Court. The matter was heard on 4 February 2025 and judgement has been reserved.

A role player in the gambling industry applied for a review, coupled with an Interdict in the High Court, requesting the Court to direct that the Board refrains from implementing its decision to allocate the remaining 1,000 LPMs to the existing 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 Appeal was heard at the SCA on 15 August 2023 and judgement was handed down on 10 November 2023, in favour of the Board. The Appeal was upheld with costs.

## 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, 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 about achieving strategic objectives and positive outcomes; it includes, but goes beyond, an internal focus on effective and efficient execution.

The Board publishes its annual King IV Disclosure Report on the Board’s website at [www.wcgrb.co.za](http://www.wcgrb.co.za).

## PART B: Our Strategic Focus

### 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.

PART C:  
MEASURING OUR PERFORMANCE

## PART C: Measuring Our Performance

### 1. Institutional Programme Performance Information

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

#### 1.1. Programme 1: Board and Administration

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

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

Over the past three (3) years, the Board collected gambling taxes to the amount of R3.221 billion for the benefit of the Provincial Revenue Fund. See table below for details:

Tax collections	2023/24	2022/23	2021/22	Total
<b>Gambling taxes (in millions)</b>	R 1 432	R 1 034	R 755	R 3 221

The gambling industry in the Western Cape makes a significant contribution to the Provincial Fiscus.

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"> <li>• 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.</li> <li>• 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.</li> </ul>

Budget Policy Priority	Direct/Indirect Link
Educated, Healthy & Caring Society	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
Enablers of Innovation, Culture and Governance	<ul style="list-style-type: none"> <li>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.</li> </ul>

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.

## PART C: Measuring Our Performance

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
To foster a responsive, fair and sustainable gambling environment that promotes good governance, punter protection and socio-economic development, while mitigating gambling-related harm.	Board meetings where resolutions are adopted and given effect to within specified time period.	1.1 Number of quorate meetings of Board members for 2025/26 year	19	18	14	16	13	13	13
	An effective risk management, governance and internal control environment.	1.2 Number of internal audit units established.	New output indicator	New output indicator	New output indicator	New output indicator	1		
	Mitigating gambling-related harm.	1.3 Number of responsible gambling units established.	New output indicator	New output indicator	New output indicator	New output indicator	1		
	Licence holders' CSI Commitments complied with.	1.4 Number of operators' CSI programmes verified by Board Committees	6	6	6	6	6	6	6
	Public awareness of the Board's role and functions.	1.5 Number of awareness programmes facilitated by the Board.	New output indicator	New output indicator	4	4	4	4	4
	Legal opinions drafted to guide Board and Office on legal implications of decisions taken.	1.6 Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion.	New output indicator	New output indicator	100%	90%	95%	95%	95%

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
To foster a responsive, fair and sustainable gambling environment that promotes good governance, fair punter protection and socio-economic development, while mitigating gambling-related harm.	Compliance to Human Resources regulatory reporting requirements	1.7 Number of Regulatory reports timeously submitted to Department of Labour	1	1	1	1	1	1	
			4	4	4	4	4	4	
	A skilled, motivated and committed workforce	1.8 Number of reports on the implementation of the HR Plan	4	4	4	4	4	4	
			New Outcome Indicator	New Outcome Indicator	New Outcome Indicator	1	1	1	
Implementation of the approved Organisational Structure Review Outcome	1.10 Number of approved implementation plans for the roll-out and monitoring of the organisational structure	New Outcome Indicator	New Outcome Indicator	New Outcome Indicator	1	1			
		33	33	33	33	33	33		
Effective and efficient financial administration	1.11 Number of financial reports to stakeholders	33	33	33	33	33	33		

## PART C: Measuring Our Performance

### Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1. Number of quorate meetings of Board members for 2025/26 year	13	3	3	4	3
1.2. Number of internal audit units established.	1		1		
1.3. Number of responsible gambling units established.	1		1		
1.4. Number of operators' CSI programmes verified by Board Committees	6	1	1	3	1
1.5. Number of awareness programmes facilitated by the Board.	4	1	1	1	1
1.6. Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion.	95%	95%	95%	95%	95%
1.7. Number of Regulatory reports timeously submitted to Department of Labour	1				1
1.8. Number of reports on the implementation of the HR Plan	4	1	1	1	1
1.9. Number of workplace skills plan timeously submitted to Cathsseta	1				1
1.10. Number of approved implementation plans for the roll-out and monitoring of the organisational structure	1				1
1.11. Number of financial reports to stakeholders	33	9	8	8	8

### Planned performance over the medium-term period

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

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

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

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

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

## Programme Resource Considerations

**Table: Board and Administration**

Expenditure Estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Board and Administration</b>	<b>22 677</b>	<b>27 131</b>	<b>57 516</b>	<b>39 924</b>	<b>49 770</b>	<b>40 225</b>	<b>41 277</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>21 459</b>	<b>27 126</b>	<b>31 886</b>	<b>33 129</b>	<b>39 296</b>	<b>39 660</b>	<b>40 777</b>
Compensation of employees	14 409	16 218	17 107	18 511	22 004	23 923	25 363
<b>Goods and services of which:</b>	<b>7 050</b>	<b>10 908</b>	<b>14 779</b>	<b>14 618</b>	<b>17 292</b>	<b>15 737</b>	<b>15 414</b>
Administration	6 272	8 645	12 246	11 151	13 534	12 859	13 250
Consultants, contractors and special services	671	1 436	1 444	2 464	2 536	1 600	1 050
Travel and subsistence	107	827	1 089	1 003	1 222	1 278	1 114
<b>Transfers and subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments for capital assets</b>	<b>1 218</b>	<b>5</b>	<b>25 630</b>	<b>6 795</b>	<b>10 474</b>	<b>565</b>	<b>500</b>
Buildings and other fixed structures	0	0	25 495	6 225	9 524	0	0
Machinery and equipment	1 218	5	135	570	950	565	500
Transport Equipment	0	0	0	0	0	0	0
<b>Total</b>	<b>22 677</b>	<b>27 131</b>	<b>57 516</b>	<b>39 924</b>	<b>49 770</b>	<b>40 225</b>	<b>41 277</b>

- 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
To foster a responsive, fair and sustainable gambling environment that promotes good governance, punter protection and socio- economic development, while mitigating gambling-related harm.	SRI: Inability for the Entity to perform its mandate	<ol style="list-style-type: none"> <li>1. Funding in terms of the PFMA</li> <li>2. Adequate budget process (resource planning)</li> <li>3. PT legal services issued opinion confirming timelines for timely appointment of Board Members.</li> <li>4. Status of Board member appointments are discussed at Gambling Liaison Committee (GLC)</li> <li>5. Board employs rescheduling of meetings and in emergencies, round robin processes to ensure that the Board remains effective.</li> <li>6. Full complement of Board Members with three members' terms extended to 31 March 2024 and two new members appointed for four years.</li> </ol>

## PART C: Measuring Our Performance

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

## 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.

## PART C: Measuring Our Performance

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Persons licensed by the Board are continuously assessed and found fit and proper to conduct gambling activities, ensuring the establishment of a legal, ethical, and sustainable gambling industry in the Western Cape, free from corruptive elements and contributing to public trust.	New applications processed	2.1 Percentage of new employee licence applications (key and gambling) linked to licensed operators processed within 30 days of receipt	89%	92%	92%	91%	91%	91%	91%
			99%	99%	99%	99%	99%	99%	99%
			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	New output indicator	New output indicator	95%	95%	95%	95%

### Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1 Percentage of new employee licence applications (key and gambling) linked to licensed operators processed within 30 days of receipt	91%	91%	91%	91%	91%
2.2 Percentage of valid renewal applications received three calendar months prior to licence expiry, processed on or before the licence expiry date.	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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Licensing</b>	<b>13 959</b>	<b>14 356</b>	<b>14 777</b>	<b>16 820</b>	<b>17 683</b>	<b>19 916</b>	<b>22 354</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>13 959</b>	<b>14 356</b>	<b>14 777</b>	<b>16 820</b>	<b>17 683</b>	<b>19 916</b>	<b>22 354</b>
Compensation of employees	13 764	13 953	14 512	16 570	17 325	19 541	21 963
<b>Goods and services of which:</b>	<b>195</b>	<b>403</b>	<b>265</b>	<b>250</b>	<b>358</b>	<b>375</b>	<b>391</b>
Administration	102	267	149	75	90	95	99
Consultants, contractors and special services	87	90	92	110	135	141	147
Travel and subsistence	6	46	24	65	133	139	145
<b>Transfers and subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments for capital assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Machinery and equipment	0	0	0	0	0	0	0
<b>Total</b>	<b>13 959</b>	<b>14 356</b>	<b>14 777</b>	<b>16 820</b>	<b>17 683</b>	<b>19 916</b>	<b>22 354</b>

## PART C: Measuring Our Performance

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

### Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
Persons licensed by the Board are continuously assessed and found fit and proper to conduct gambling activities, ensuring the establishment of a legal, ethical, and sustainable gambling industry in the Western Cape, free from corruptive elements and contributing to public trust.	SR8: Unsuitable persons are recommended for licensing	<ol style="list-style-type: none"> <li>1. Declaration of interest process</li> <li>2. Work Skills Plan identifies training needs for staff</li> <li>3. Use of internal and external verification sources</li> <li>4. Standard operating procedures</li> <li>5. Multiple-tier review process</li> </ol>

### 1.3. Programme 3: Regulatory Compliance

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

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

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

## Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
A compliant gambling environment that provides adequate protection for the industry, ensures the welfare and good order of the Province's inhabitants, and maintains public trust and confidence through the strict enforcement of legislation and regulatory requirements.	Licensed establishments carrying out gambling and betting activities that are in accordance with legislation.	3.1 Number of compliance assessments conducted.	1 368	1 421	1 485	960	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.	100%	100%	100%	100%	100%	100%	100%

## PART C: Measuring Our Performance

### 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 FY2025/26 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**

Expenditure Estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Regulatory Compliance</b>	<b>17 230</b>	<b>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>23 002</b>	<b>27 898</b>	<b>29 561</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>17 230</b>	<b>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>23 002</b>	<b>27 898</b>	<b>29 561</b>
Compensation of employees	16 462	16 334	16 723	18 547	21 943	26 791	28 403
<b>Goods and services of which:</b>	<b>768</b>	<b>1 282</b>	<b>1 211</b>	<b>1 017</b>	<b>1 059</b>	<b>1 107</b>	<b>1 158</b>
Administration	250	481	278	161	163	170	179
Consultants, contractors and special services	0	0	0	0	0	0	0
Travel and subsistence	518	801	933	856	896	937	979
<b>Transfers and subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments for capital assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Machinery and equipment	0	0	0	0	0	0	0
<b>Total</b>	<b>17 230</b>	<b>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>23 002</b>	<b>27 898</b>	<b>29 561</b>

- 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
A compliant gambling environment that provides adequate protection for the industry, ensures the welfare and good order of the Province's inhabitants, and maintains public trust and confidence through the strict enforcement of legislation and regulatory requirements.	SR9: Inability to detect non-compliance with legislative provisions and regulatory requirements.	<ol style="list-style-type: none"> <li>Attendance at industry specific conferences, workshops and training forums, both nationally and internationally</li> <li>Staff declarations of interest</li> <li>Adherence to the Departmental SOP and HR policies</li> <li>Debriefing meetings with Chiefs post audits, if required.</li> <li>Multiple-tier review process</li> <li>Regular engagement with industry stakeholders</li> </ol>
	SR10: Inability to detect and close illegal gambling operations.	<ol style="list-style-type: none"> <li>Regular engagement with enforcement agencies</li> <li>Attendance at Enforcement Forum meetings</li> <li>Training provided to Enforcement officials where required</li> <li>Network of Confidential Informers</li> <li>Annual Enforcement Workshop</li> <li>Follow-up on allegations of illegal gambling</li> <li>Public awareness programmes</li> </ol>

### 1.4. Programme 4: Information and Communication Technology

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

The ICT environment continuously adapt in support of 4IR 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.

## PART C: Measuring Our Performance

### Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2021/22	2022/23	2023/24		2024/25	2025/26	2026/27
Development and implementation of innovative, functional, reliable, and secure ICT solutions and systems that drive long-term organisational effectiveness, enhance regulatory performance, and contribute to the sustainability, scalability, and overall strategic goals of the Board.	Continuous ICT systems management for the organisation	4.1 Percentage of effective ICT maintenance events performed to maintain and improve WCGRB information technology infrastructure	98%	98%	98%	98%	98%	98%	98%
			78	94	89	80	80	80	80
			99.96%	99.9%	99.9%	98%	99%	99%	99%
	Continuous knowledge and skills enhancement	4.2 Number of ICT talent capacity activities accomplished.							
	Continuous availability of ICT systems	4.3 Average percentage ICT information systems availability and uptime maintained							

### Output indicators: annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.1 Percentage of effective ICT maintenance events performed to maintain and improve WCGRB 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 and uptime maintained	99%	99%	99%	99%	99%

### Planned performance over the medium-term period

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

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

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

The continuous focus area for the Board was its move towards business process automation through the implementation of our digitised automation systems. The system endeavours to continue with the enablement, streamlining of operations and improve decision making for the Office of the Board and gambling industry in processing gambling licence applications. WCGRB will expand on this capability to enable further business process development and optimisation for the Office of the Board and the Gambling industry.

From a technological perspective, the Office of the Board will focus on the following priorities for its future mode of operation across short-term (1-2 years), medium-term (2-3 years), and long-term (5 years) horizons.

- Information Technology department:
  - AI Research and Development (long term)
  - Organisational structure capacity and alignment (medium term)
  - Infrastructure, systems, software and application upgrades (long term)
  - Specialised training and education (long term)
- Licensing department:
  - Genesis costing model development and integration (medium term)
  - Genesis Ilcence certificate development (medium term)
  - Decommission of Legacy licence application system (long term)
  - Enhancements of workflows (long term)
- Regulatory Compliance department:
  - Business processes automation (med - long term)
  - Remote compliance audit system development and talent capacity building (long term),
  - Gambling Tax module enhancements (long term)

## PART C: Measuring Our Performance

- Legal department:
  - Contract Management System (long term)
- Finance department:
  - Microsoft Dynamics and Genesis integration (medium term)
  - Enhancing and/or automating dynamics system workflows (long term)
- Human Resource department:
  - HRM system talent capacity competence development (long term)
- Board Secretariat Department
  - Explore document management and automation in respect of the following:
    - AI-powered document processing
    - Automated document drafting
    - Document review and summarisation

All the above focus areas will require proper planning, business analysis, budget setting and procurement, including participation of the relevant departments for successful implementation of said objectives. The department intends to continue enhancing the hybrid working environment, modernising the infrastructure and system environment and strengthen 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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Information and Communication Technology</b>	<b>5 934</b>	<b>9 592</b>	<b>8 275</b>	<b>10 003</b>	<b>10 689</b>	<b>11 446</b>	<b>10 698</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>5 232</b>	<b>6 703</b>	<b>7 065</b>	<b>8 053</b>	<b>9 189</b>	<b>9 672</b>	<b>9 933</b>
Compensation of employees	2 915	3 022	3 198	3 331	4 316	4 577	4 853
<b>Goods and services of which:</b>	<b>2 317</b>	<b>3 681</b>	<b>3 867</b>	<b>4 722</b>	<b>4 873</b>	<b>5 095</b>	<b>5 080</b>
Administration	1 922	3 005	2 810	4 196	4 323	4 520	4 479
Consultants, contractors and special services	392	628	955	451	472	493	516
Travel and subsistence	3	48	102	75	78	82	85
<b>Transfers and subsidies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments for capital assets</b>	<b>702</b>	<b>2 889</b>	<b>1 210</b>	<b>1 950</b>	<b>1 500</b>	<b>1 774</b>	<b>765</b>
Machinery and equipment	30	2 889	1 210	1 250	700	732	765
Software and Intangible Assets	672	0	0	700	800	1 042	0
<b>Total</b>	<b>5 934</b>	<b>9 592</b>	<b>8 275</b>	<b>10 003</b>	<b>10 689</b>	<b>11 446</b>	<b>10 698</b>

- The ICT environment is dynamic and innovative, which require 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
Development and implementation of innovative, functional, reliable, and secure ICT solutions and systems that drive long-term organisational effectiveness, enhance regulatory performance, and contribute to the sustainability, scalability, and overall strategic goals of the Board.	SR11: ICT systems and solutions are not functional, reliable, innovative and secure.	<ol style="list-style-type: none"> <li>1. Proper planning, budget (includes Financial and Human Resources), capacity (number of staff) and skilled resources,</li> <li>2. Implemented Security controls</li> <li>3. Implemented policies and procedures</li> <li>4. Ongoing monitoring, administration and managing of the ICT environment</li> <li>5. Implemented ICT DRP, Generator and UPS capabilities</li> <li>6. Continuous attending training, seminars, meetings for talent development</li> <li>7. Reporting to oversight Committees on ICT developments</li> <li>8. Implementation of Cyber security review recommendations</li> <li>9. Established relationships with Original Equipment Manufacturer (OEM) for any equipment requirements / failures / logistics.</li> </ol>



**PART D:  
TECHNICAL INDICATOR  
DESCRIPTIONS (TID)**

## PART D: Technical Indicator Descriptions (TID)

### 1. Programme 1: Board and Administration

<b>Indicator number</b>	<b>1.1</b>		
<b>Indicator title</b>	<b>Number of quorate meetings of Board members for 2025/26 year.</b>		
<b>Short definition</b>	<p>This indicator measures the number of quorate meetings held by the board in the 2025/26 year, ensuring the Board can make decisions that fulfil its governance responsibilities effectively in line with its mandate.</p> <p>The Board is quorate when 5 out of 7 Board Members are in attendance at a Board meeting.</p>		
<b>Purpose</b>	To ensure that the Board complies with its legislated mandate.		
<b>Key Beneficiaries</b>	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG		
<b>Source of data</b>	<p>Source of data: Board Minutes Actual data table used (if system/excel): N/A</p> <p>An engagement relating to the data source will take place.</p>		
<b>Data limitations</b>	None		
<b>Assumptions</b>	Board meetings are held on a monthly basis, except for December of each year.		
<b>Means of verification (POE)</b>	Minutes of the meetings		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator?    <input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>If <b>yes</b>, 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"/> Access    <input type="checkbox"/> Reliability    <input type="checkbox"/> Responsiveness    <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator?    <input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator?    <input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>		
<b>Spatial Location of indicator</b>	<p>Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b>    <input type="checkbox"/> Multiple Locations</p> <p>Extent:    <input checked="" type="checkbox"/> <b>Provincial</b>    <input type="checkbox"/> District    <input type="checkbox"/> Local Municipality</p> <p><input type="checkbox"/> Ward    <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: 24 Fairway Close, Parow.</p> <p>For <b>multiple delivery locations</b>, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input type="checkbox"/> YES    <input checked="" type="checkbox"/> <b>NO</b></p>		
<b>Indicator responsibility</b>	Chief Executive Officer		
<b>Spatial Transformation</b>	<p>Spatial transformation priorities: N/A Description of spatial impact: N/A</p>		
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	<p>Target for women: N/A Target for youth: N/A Target for people with disabilities: N/A Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> <b>None of the above</b></p>		

<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>1.2</b>		
<b>Indicator title</b>	<b>Number of internal audit units established.</b>		
<b>Short definition</b>	The creation of an internal audit unit, providing the necessary support to ensure that the unit can carry out its functions effectively, and equipping the unit with the resources required to perform its duties		
<b>Purpose</b>	Perform and or supervise internal audit functions at the Board to comply with PFMA prescripts.		
<b>Key Beneficiaries</b>	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG		
<b>Source of data</b>	Internal audit plans and reports.		
<b>Data limitations</b>	None		
<b>Assumptions</b>	Internal Audit is a critical function to any organisation and with this unit, the Board would become more proficient in identifying shortfalls and finding solutions.		
<b>Means of verification (POE)</b>	Internal audit plans and internal audit reports as well as ARC minutes		
<b>Method of calculation</b>	Number of qualifying resolutions given effect to.		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> 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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Indicator responsibility</b>	Chief Executive Officer		
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A		

## PART D: Technical Indicator Descriptions (TID)

<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>1.3</b>		
<b>Indicator title</b>	<b>Number of responsible gambling units established.</b>		
<b>Short definition</b>	The creation of a responsible gambling unit, providing the necessary support to ensure that the unit can carry out its functions effectively, and equipping the unit with the resources required to perform its duties		
<b>Purpose</b>	A responsible gambling industry with protection to the WC punters.		
<b>Key Beneficiaries</b>	All WCGRB Stakeholders - Licence Holders. Applicants, General public, WCG		
<b>Source of data</b>	Responsible gambling plans, regulations, audits and reports		
<b>Data limitations</b>	None		
<b>Assumptions</b>	A gambling industry has some unintended harms and initiatives must be developed to mitigate it.		
<b>Means of verification (POE)</b>	Responsible gambling reports and Responsible Gambling Committee minutes.		
<b>Method of calculation</b>	Number of qualifying reports		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> 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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		

<b>Indicator responsibility</b>	Chief Executive Officer
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>1.4</b>		
<b>Indicator title</b>	<b>Number of operators' CSI programmes verified by Board Committees</b>		
<b>Short definition</b>	Conducting reviews on licence holders honouring their CSI commitments		
<b>Purpose</b>	To ensure compliance with CSI commitments.		
<b>Key Beneficiaries</b>	WC Public at large especially within the catchment areas of licence holders		
<b>Source of data</b>	Source of data: Committee minutes  Actual data table used (if system/excel): Not applicable		
<b>Data limitations</b>	None		
<b>Assumptions</b>	Quorum available to conduct meetings and verify CSI commitments Licence Holders honour commitment iro CSI initiatives		
<b>Means of verification (POE)</b>	Minutes of committee meetings and visitation reports		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> 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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>

## PART D: Technical Indicator Descriptions (TID)

<b>Spatial Location of indicator</b>	<p>Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations</p> <p>Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality</p> <p><input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: 24 Fairway Close, Parow.</p> <p>For <b>multiple delivery locations</b>, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b></p>
<b>Indicator responsibility</b>	Chief Executive Officer
<b>Spatial Transformation</b>	<p>Spatial transformation priorities: N/A</p> <p>Description of spatial impact: N/A</p>
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	<p>Target for women: N/A</p> <p>Target for youth: N/A</p> <p>Target for people with disabilities: N/A</p> <p>Target for older persons: N/A</p> <p><input checked="" type="checkbox"/> <b>None of the above</b></p>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	<p>(Multiple selections can be made.)</p> <p><input type="checkbox"/> G4J <input type="checkbox"/> Safety <input checked="" type="checkbox"/> <b>Educated, Healthy &amp; Caring Society</b></p> <p><input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above</p>
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>1.5</b>		
<b>Indicator title</b>	<b>Number of awareness programmes facilitated by the Board</b>		
<b>Short definition</b>	Interventions which informs the general public about the gambling industry and the role of the gambling board.		
<b>Purpose</b>	Create awareness amongst the public in the Western Cape Province regarding the Board's role and mandate.		
<b>Key Beneficiaries</b>	Western Cape citizens		
<b>Source of data</b>	<p>Source of data: Visitation/Intervention reports</p> <p>Actual data table used (if system/excel): Not applicable</p>		
<b>Data limitations</b>	None		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Resources available to conduct public awareness campaigns;</li> <li>Audience available to receive campaign messages.</li> <li>Appropriate awareness messages being communicated</li> </ul>		
<b>Means of verification (POE)</b>	Visitation/Intervention reports.		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target

<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Indicator responsibility</b>	Chief Executive Officer
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input checked="" type="checkbox"/> <b>Educated, Healthy &amp; Caring Society</b> <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the Office of the WCGRB or it can be emitted electronically

<b>Indicator number</b>	<b>1.6</b>
<b>Indicator title</b>	<b>Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion.</b>
<b>Short definition</b>	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.
<b>Purpose</b>	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.
<b>Key Beneficiaries</b>	The Board and the Office of the Board and indirectly the industry, other organs of state and gambling patrons.

## PART D: Technical Indicator Descriptions (TID)

<b>Source of data</b>	Source of data: Legal Services department Register and evidence file. Actual data table used (if system/excel): Not applicable			
<b>Data limitations</b>	Not all legal opinions prepared by the Department flows from a request for an opinion. Legal pinions prepared are issued in the form of correspondence, Board submissions and Memoranda.			
<b>Assumptions</b>	Resources and skilled expertise available to research and draft legal opinions.			
<b>Means of verification (POE)</b>	Legal register and written opinions			
<b>Method of calculation</b>	Number of legal opinions actioned or finalised divided by total number of requests received for legal opinions and qualifying resolutions multiplied by 100.			
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity			
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>			
<b>Indicator responsibility</b>	Manager Legal Services			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>			
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> <b>None of the above</b>			
<b>Implementation Data</b> (Key deliverables measured)	At the Office of the WCGRB or it can be emitted electronically			

<b>Indicator number</b>	<b>1.7</b>		
<b>Indicator title</b>	<b>Number of Regulatory reports timeously submitted to Department of Labour.</b>		
<b>Short definition</b>	Timely submission of the Boards Employment Equity Report to the Department of Labour		
<b>Purpose</b>	To ensure a compliance regulatory environment		
<b>Key Beneficiaries</b>	The Office of the Board and the Department of Labour.		
<b>Source of data</b>	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/excel): VIP Sage		
<b>Data limitations</b>	None		
<b>Assumptions</b>	Resources and skilled expertise available in HR to submit accurate and complete information to the Department of Labour.		
<b>Means of verification (POE)</b>	Employment Equity Annual Report		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> 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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Indicator responsibility</b>	Manager: Human Resources		
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A		
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>		
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> <b>None of the above</b>		

## PART D: Technical Indicator Descriptions (TID)

<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB
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<b>Indicator number</b>	<b>1.8</b>		
<b>Indicator title</b>	<b>Number of reports on the implementation of the HR Plan.</b>		
<b>Short definition</b>	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.		
<b>Purpose</b>	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		
<b>Key Beneficiaries</b>	The office of the Board.		
<b>Source of data</b>	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/excel): VIP Sage.		
<b>Data limitations</b>	None		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>HR Plan articulated and approved</li> <li>HR Plan properly actioned</li> <li>Resources available to monitor HR Plan</li> </ul>		
<b>Means of verification (POE)</b>	Quarterly HR Plan reports		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations		
	Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address		
	Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>		
<b>Indicator responsibility</b>	Manager: Human Resources		
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A		

<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB

<b>Indicator number</b>	<b>1.9</b>			
<b>Indicator title</b>	<b>Number of workplace skills plan timeously submitted to Cathsseta</b>			
<b>Short definition</b>	Submission of WSP within the required timeframes.			
<b>Purpose</b>	To ensure a competent workforce.			
<b>Key Beneficiaries</b>	The Board, WCGRB Staff members			
<b>Source of data</b>	Internal database, information collected from employees			
<b>Data limitations</b>	None			
<b>Assumptions</b>	1. The Board is duly registered on Cathsseta All information is readily available			
<b>Means of verification (POE)</b>	Work Skills Plan and Annual Training Report			
<b>Method of calculation</b>	Simple count			
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> <b>Annually</b>	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity			
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Is this a Standardised Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations			
	Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address			
Detail / Address / Coordinates: 24 Fairway Close, Parow.				
For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)?				
<input type="checkbox"/> YES		<input checked="" type="checkbox"/> <b>NO</b>		

## PART D: Technical Indicator Descriptions (TID)

<b>Indicator responsibility</b>	Manager: Human Resources
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB

<b>Indicator number</b>	<b>1.10</b>		
<b>Indicator title</b>	<b>Number of approved implementation plans for the roll-out and monitoring of the organisational structure.</b>		
<b>Short definition</b>	Implementation of the approved organizational structure review outcome		
<b>Purpose</b>	To ensure implementation of the approved Organisational Structure Review Outcome.		
<b>Key Beneficiaries</b>	The Office of the Board.		
<b>Source of data</b>	Source of data: Internal database, information collected through audits, etc.  Actual data table used (if system/excel): VIP Sage.		
<b>Data limitations</b>	None		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>Organisational structure review completed and approved</li> <li>Implementation plan approved for the roll-out of the new structure</li> <li>Resources available to monitor implementation of the organizational structure review outcome</li> </ul>		
<b>Means of verification (POE)</b>	Approved implementation plan		
<b>Method of calculation</b>	Simple count		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input type="checkbox"/> Quarterly	<input type="checkbox"/> Bi-annually	<input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
Is this a Standardised Indicator?		<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>	

<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Indicator responsibility</b>	Manager: Human Resources
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input checked="" type="checkbox"/> <b>None of the above</b>
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB

<b>Indicator number</b>	<b>1.11</b>
<b>Indicator title</b>	<b>Number of financial reports to stakeholders</b>
<b>Short definition</b>	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"> <li>• Quarterly Financial Report</li> <li>• Cash Management Performance</li> <li>• IYM Report</li> <li>• Taxes Collected</li> <li>• Interim Financial Statements</li> <li>• Annual Financial Statements</li> </ul>
<b>Purpose</b>	Ensure an electronic procedure manual aligned to policies and current best practices
<b>Key Beneficiaries</b>	Users of the financial statements, Provincial Treasury, Board, Board Committees
<b>Source of data</b>	Source of data: General ledger, Trial Balance, Tax Collection Registers  Actual data table used (if system/excel): Microsoft Dynamics
<b>Data limitations</b>	WCGRB accounting and administrative records
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Resources available to ensure efficient department</li> <li>• Stakeholder cooperation to ensure timely information for processing</li> </ul> Relevant oversight on the functions of administration and finance processes
<b>Means of verification (POE)</b>	Minutes of meetings, Audit trail of reports communicated to relevant stakeholders, Quarterly oversight reports to committees.

## PART D: Technical Indicator Descriptions (TID)

<b>Method of calculation</b>	Simple count			
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity			
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations:		<input checked="" type="checkbox"/> <b>Single Location</b>	<input type="checkbox"/> Multiple Locations
	Extent:		<input checked="" type="checkbox"/> <b>Provincial</b>	<input type="checkbox"/> District <input type="checkbox"/> Local Municipality
	<input type="checkbox"/> Ward <input type="checkbox"/> Address		Detail / Address / Coordinates: 24 Fairway Close, Parow.	
<b>Indicator responsibility</b>	For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)?			
	<input type="checkbox"/> YES		<input checked="" type="checkbox"/> <b>NO</b>	
<b>Indicator responsibility</b>	HOD: Administration and Finance			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>			
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above			
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB			

## 2. Programme 2: Licensing (TID)

<b>Indicator number</b>	<b>2.1</b>		
<b>Indicator title</b>	<b>Percentage of new employee licence applications (key and gambling) linked to licensed operators processed within 30 days of receipt.</b>		
<b>Short definition</b>	Applications investigated and submitted for approval/denial with a motivated recommendation within a set timeframe		
<b>Purpose</b>	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		
<b>Key Beneficiaries</b>	Licensed Operators and Licensed Employees who can thus conduct gambling operations		
<b>Source of data</b>	<p>Source of data:</p> <ul style="list-style-type: none"> <li>Processing the receipt of applications in GAMS</li> <li>Conducting probity in respect of applications received</li> <li>Making recommendations for approval or denial to CEO.</li> <li>Following approval, the issuing of licences for distribution.</li> <li>GAMS reports indicating number of applications received and when approved.</li> </ul> <p>Actual data table used (if system/excel): Log of licence applications, Genesis.</p>		
<b>Data limitations</b>	None		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>All applications are considered complete (All required supporting documentation are submitted)</li> <li>The department has sufficient resources to process applications within 30 days</li> </ul>		
<b>Means of verification (POE)</b>	System generated reports (GAMS)		
<b>Method of calculation</b>	New applications (key and gambling) received, processed within 30 days of receipt divided by total number of new applications processed multiplied by 100.		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	<p>Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b></p> <p>If <b>yes</b>, 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"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity</p> <p>Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b></p> <p>Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b></p>		
<b>Spatial Location of indicator</b>	<p>Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations</p> <p>Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality</p> <p><input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates: 24 Fairway Close, Parow.</p> <p>For <b>multiple delivery locations</b>, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b></p>		
<b>Indicator responsibility</b>	Head Of Department: Licensing		

## PART D: Technical Indicator Descriptions (TID)

<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> <b>G4J</b> <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>2.2</b>		
<b>Indicator title</b>	<b>Percentage of valid renewal applications received three calendar months prior to licence expiry, processed on or before the licence expiry date.</b>		
<b>Short definition</b>	Applications investigated and submitted for approval/denial with a motivated recommendation within the required timeframe of three (3) calendar months.		
<b>Purpose</b>	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.		
<b>Key Beneficiaries</b>	Licensed Operators and Licensed Employees who can thus conduct gambling operations		
<b>Source of data</b>	Source of data: <ul style="list-style-type: none"> <li>Processing the receipt of applications in GAMS</li> <li>Conducting probity in respect of applications received</li> <li>Making recommendations for approval or denial to CEO.</li> <li>Following approval, the issuing of licences for distribution.</li> <li>GAMS reports indicating number of applications received and when approved</li> </ul> Actual data table used (if system/excel): Log of licence applications, Genesis.		
<b>Data limitations</b>	None		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>All applications are considered complete (All required supporting documentation are submitted)</li> <li>The department has sufficient resources to process applications within the three (3) calendar-month renewal period.</li> </ul>		
<b>Means of verification (POE)</b>	System generated reports		
<b>Method of calculation</b>	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.		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target

<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input checked="" type="checkbox"/> <b>YES</b> <input type="checkbox"/> NO
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Indicator responsibility</b>	Head Of Department: Licensing
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> <b>G4J</b> <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>2.3</b>
<b>Indicator title</b>	<b>Percentage of licence applications to the Board approved at first submission.</b>
<b>Short definition</b>	All licence applications submitted to the Board to be approved at its first submission at the monthly Board meeting, except in December each year.
<b>Purpose</b>	To ensure quality and efficiency in the probity and the final report to the Board.
<b>Key Beneficiaries</b>	Licensed Operators and Licensed Employees who can thus conduct gambling operations.
<b>Source of data</b>	Board meeting pack and resolutions.
<b>Data limitations</b>	None
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>All applications are considered complete (All required supporting documentation are submitted).</li> <li>Submission to the Board being adequate for an informed decision.</li> </ul>
<b>Means of verification (POE)</b>	Manually generated reports.

## PART D: Technical Indicator Descriptions (TID)

<b>Method of calculation</b>	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.			
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	<input type="checkbox"/> Access	<input type="checkbox"/> Reliability	<input type="checkbox"/> Responsiveness	<input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations			
	Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality			
	<input type="checkbox"/> Ward	<input type="checkbox"/> Address		
	Detail / Address / Coordinates: 24 Fairway Close, Parow.			
	For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)?			
	<input type="checkbox"/> YES		<input checked="" type="checkbox"/> <b>NO</b>	
<b>Indicator responsibility</b>	Head Of Department: Licensing.			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>			
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input checked="" type="checkbox"/> <b>G4J</b> <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above			
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.			

### 3. Programme 3: Regulatory Compliance (TID)

<b>Indicator number</b>	<b>3.1</b>			
<b>Indicator title</b>	<b>Number of compliance assessments conducted.</b>			
<b>Short definition</b>	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.			
<b>Purpose</b>	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.			
<b>Key Beneficiaries</b>	The general public who partake in such gambling and betting activities.			
<b>Source of data</b>	Source of data: Assessment Reports Actual data table used (if system/excel): Departmental Audit Planner.			
<b>Data limitations</b>	Uncertainty regarding the number of licensed premises that will open and close during the year.			
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Licence holders interpret the legislation correctly</li> <li>• Licence holders comply with their Internal Control Standards.</li> <li>• Gaming auditors are skilled to conduct the audit.</li> </ul> Resources are available to conduct activity			
<b>Means of verification (POE)</b>	Number of assessments conducted reconciled with the number of compliance assessment reports.			
<b>Method of calculation</b>	Simple count of the number of assessments carried out.			
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>			
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>			
<b>Indicator responsibility</b>	Head of Department: Regulatory Compliance.			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			

## PART D: Technical Indicator Descriptions (TID)

<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>3.2</b>		
<b>Indicator title</b>	<b>Percentage of investigations initiated within 30 days of allegations of illegal gambling received by the Board</b>		
<b>Short definition</b>	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.		
<b>Purpose</b>	To curb illegal gambling in the Western Cape.		
<b>Key Beneficiaries</b>	Inhabitants of the Western Cape but specifically the communities in which such illegal gambling takes place.		
<b>Source of data</b>	Source of data: Illegal Gambling Register  Actual data table used (if system/excel): Allegations of Illegal Gambling Register.		
<b>Data limitations</b>	Investigations may require the assistance of other law enforcement agencies and this could hinder our progress.		
<b>Assumptions</b>	N/A		
<b>Means of verification (POE)</b>	Recording in the Illegal Gambling Register		
<b>Method of calculation</b>	Number of illegal gambling allegations initiated within 30 days of being processed divided by the total number of Illegal gambling allegations received in the same period (X100)		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target
<b>Type of indicator</b>	Is this a Service Delivery Indicator?	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity		
	Is this a Demand Driven Indicator?	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>

<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Indicator responsibility</b>	Head Of Department: Regulatory Compliance
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input checked="" type="checkbox"/> <b>Safety</b> <input type="checkbox"/> Educated, Healthy & Caring Society <input type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the Office of the Board.

## PART D: Technical Indicator Descriptions (TID)

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

<b>Indicator number</b>	<b>4.1</b>
<b>Indicator title</b>	<b>Percentage of effective ICT maintenance events performed to maintain and improve WCGRB information technology infrastructure</b>
<b>Short definition</b>	The enablement and improvement of up to date and secure systems, software and applications utilised by the WCGRB and gambling industry users for proficient business performance.
<b>Purpose</b>	environment (infrastructure, systems, software and applications), through automated or manual events, which strengthen the digital support, enable safe and secure ICT resource utilization and digital consumption by the WCGRB service delivery departments and the gambling industry. It also contributes to the improvement of ICT service delivery to the Office of the Board and gambling Industry. as well as mitigating security and governance risks.
<b>Key Beneficiaries</b>	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).
<b>Source of data</b>	Source of data: Audit logs, the service desk database, maintenance downtime records and procurement information. Monthly availability reports generated by the operations monitoring system.
<b>Data limitations</b>	None
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• All production systems are online for scheduled maintenance</li> <li>• On time release and deployment of patches, pattern files and hot fixes.</li> <li>• Have sufficient resources (technology, Financial and Talent) to process and support ICT environment</li> <li>• Enterprise management systems and infrastructure are available, and deployed devices are connected to network infrastructure.</li> <li>• Outdated software and hardware compromising data security and accuracy are updated or replaced timeously</li> </ul>
<b>Means of verification (POE)</b>	<p>Through verification reports and calculated as a percentage of automated and manual instances/requests received, which consist of:</p> <ul style="list-style-type: none"> <li>• Patch Management reports</li> <li>• Anti-virus reports</li> <li>• Firewall reports</li> <li>• Service Desk reports</li> <li>• Software License renewals</li> </ul> <p>The reports may include:</p> <ul style="list-style-type: none"> <li>• Hardware and Software patch/hotfix Deployments</li> <li>• Software Installs/Changes</li> <li>• Software Updates &amp; Licenses Updates</li> <li>• Operating System Updates/Deployments</li> <li>• Anti-Virus and Host Intrusion Prevention System deployments</li> <li>• Firewall updates and intrusion prevention</li> <li>• Infrastructure Changes</li> </ul>
<b>Method of calculation</b>	<ul style="list-style-type: none"> <li>• Simple extraction, calculation and counting of management information (update/deploy/install) events from system generated reports</li> <li>• Calculations as follows: <ul style="list-style-type: none"> <li>◦ Total number of management (update/deploy/install) events per month for the quarter for three different systems</li> <li>◦ Divided by the total number of automated instances or requests received per month for the quarter for three different systems</li> <li>◦ Multiplied by 100 per month for the quarter for three different systems then</li> <li>◦ Average percentage for the three systems combined</li> </ul> </li> </ul>

<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date	<input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):			
	<input type="checkbox"/> Access	<input type="checkbox"/> Reliability	<input type="checkbox"/> Responsiveness	<input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations			
	Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address			
	Detail / Address / Coordinates: 24 Fairway Close, Parow.			
	For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)?			
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>			
<b>Indicator responsibility</b>	Head of Department: Information Technology			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>			
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above			
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.			

<b>Indicator number</b>	<b>4.2</b>
<b>Indicator title</b>	<b>Number of ICT talent capacity competency activities accomplished.</b>
<b>Short definition</b>	This indicator refers to attaining the strategic objective outcome which underpin the development, training and skilling of ICT staff members on technology, including the provision of ICT training to users on WCGRB ICT systems, software and applications.
<b>Purpose</b>	This indicator measures the number of ICT development, training and skilling opportunities for ICT staff members to improve their computer systems and application knowledge. Contribute to the improvement of ICT services, which enable, strengthen and support WCGRB departments service delivery commitments, as well as assist in mitigating security and governance risks.
<b>Key Beneficiaries</b>	The Office of the Board.

## PART D: Technical Indicator Descriptions (TID)

<b>Source of data</b>	Source of data: Training register, calendar entries, confirmation emails, online registrations, SCM training requests, on the job training and skills transfers  Actual data table used (if system/excel): MS Word Training Register file (electronic/printed), Outlook Calendar, Outlook emails, Electronic online registration forms (Websites), Electronic MS Word SCM training request file (electronic/printed).			
<b>Data limitations</b>	None			
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Have sufficient resources (technology, Financial and Talent) to process and support ICT environment</li> <li>• Appropriate educational and vendor training is available.</li> </ul> Have Adequately and advanced skilled ICT human resource			
<b>Means of verification (POE)</b>	Individual attendance registers, meeting attendance registers, online training sessions attended, confirmation, certifications, technical results, meeting invites or email communications, which will include the number of individual instances and is not limited to: <ul style="list-style-type: none"> <li>• Providing User Training</li> <li>• Guides and manuals (create, review, update)</li> <li>• Technological forums</li> <li>• Consultation Meetings</li> <li>• IT Training and conferences</li> <li>• Seminars</li> <li>• On the job training or skills transfers</li> </ul>			
<b>Method of calculation</b>	Simple count			
<b>Calculation type</b>	Cumulative:	<input checked="" type="checkbox"/> <b>Year-end</b>	<input type="checkbox"/> Year-to-date	<input type="checkbox"/> Non-cumulative
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually	
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target	
<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity			
	Is this a Demand Driven Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator?		<input type="checkbox"/> YES	<input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>			
<b>Indicator responsibility</b>	Head of Department: Information Technology			
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A			
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>			

<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.

<b>Indicator number</b>	<b>4.3</b>		
<b>Indicator title</b>	<b>Average percentage ICT information systems availability and uptime maintained</b>		
<b>Short definition</b>	This indicator refers to the average percentage systems availability and uptime maintained for a monthly service over a quarter. Uptime is defined as the time when systems are available for WCGRB and the Gambling Industry users to utilise.  Note: The measurement of required uptime and availability excludes scheduled down-time for maintenance.		
<b>Purpose</b>	This indicator measures the reliability and availability of systems, networks and applications used in the WCGRB ICT environment, which strengthen, support and enable service delivery by departments. It contributes to improvement of ICT services provided to the Office of the Board and the Gambling Industry.		
<b>Key Beneficiaries</b>	The Office of the Board and the Gambling Industry (Casinos, Limited Pay-out Operators, Totalisator and Bookmakers).		
<b>Source of data</b>	Source of data: <ul style="list-style-type: none"> <li>All Production systems are configured to provide uptime information to the central monitoring system</li> <li>Central Monitoring system record uptime information of all production systems in centralised database,</li> <li>Reports generated automatically for monthly uptime by Central monitoring system.</li> <li>Computer generated reports of production system uptime communicated to ICT</li> </ul> Actual data table used (if system/excel): Ops Manager Monitoring System.		
<b>Data limitations</b>	Availability and accuracy of information from WCGRB internal enterprise systems monitoring reports.		
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>All critical production ICT systems operate seamlessly (minimal hardware and software breakage)</li> <li>Minimal prolonged power disruption (more than 8 hours continuously)</li> <li>No Vendor or supplier shortages of critical components for production systems.</li> </ul>		
<b>Means of verification (POE)</b>	Monthly accurate device availability reports which are automatically generated by the enterprise monitoring system and distributed for central storage		
<b>Method of calculation</b>	Cumulative average percentage calculation for ICT production servers availability or uptime over three (3) months (per Quarter): Average = Sum of Server % availability or uptime / number of servers measured.		
<b>Calculation type</b>	Cumulative:	<input type="checkbox"/> Year-end	<input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> <b>Non-cumulative</b>
<b>Reporting cycle</b>	<input checked="" type="checkbox"/> <b>Quarterly</b>	<input type="checkbox"/> Bi-annually	<input type="checkbox"/> Annually
<b>Desired performance</b>	<input type="checkbox"/> Higher than target	<input checked="" type="checkbox"/> <b>On target</b>	<input type="checkbox"/> Lower (less is more) than target

## PART D: Technical Indicator Descriptions (TID)

<b>Type of indicator</b>	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b> If <b>yes</b> , confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Access <input type="checkbox"/> Reliability <input type="checkbox"/> Responsiveness <input type="checkbox"/> Integrity
	Is this a Demand Driven Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
	Is this a Standardised Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Spatial Location of indicator</b>	Number of locations: <input checked="" type="checkbox"/> <b>Single Location</b> <input type="checkbox"/> Multiple Locations Extent: <input checked="" type="checkbox"/> <b>Provincial</b> <input type="checkbox"/> District <input type="checkbox"/> Local Municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: 24 Fairway Close, Parow. For <b>multiple delivery locations</b> , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> YES <input checked="" type="checkbox"/> <b>NO</b>
<b>Indicator responsibility</b>	Head of Department: Information Technology
<b>Spatial Transformation</b>	Spatial transformation priorities: N/A Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	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"/> <b>None of the above</b>
<b>Provincial Strategic Implementation Plan (PSIP)</b>	(Multiple selections can be made.) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Healthy & Caring Society <input checked="" type="checkbox"/> <b>Innovation, Culture and Governance</b> <input type="checkbox"/> None of the above
<b>Implementation Data</b> (Key deliverables measured)	At the office of the WCGRB.







To obtain additional copies of this document, please contact:

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