

# Western Cape Gambling and Racing Board



**Annual Performance Plan**  
2026/2027



WESTERN CAPE  
GAMBLING AND RACING  
BOARD

**ANNUAL  
PERFORMANCE  
PLAN**

2026/27

# Executive Authority Statement

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

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

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

In setting out the WCGRB's Annual Performance Plan for 2026/27, guidance was taken from key strategies of the Western Cape Government, including the Provincial Strategic Plan, the Western Cape Recovery Plan, and the Growth For Jobs (G4J) economic strategy. The Provincial Strategic Plan and the Western Cape Recovery Plan provide the context for the budget policy priorities of Growth for Jobs, Safety, and Educated, Healthy & 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.

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

The WCGRB has my full support as they set about implementing the 2026/27 Annual Performance Plan to ensure the objectives and programmes achieve maximum benefit for all who live in the Western Cape.



**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 2026/27 financial year. This Board's 2026/27 APP is rooted in the principles and targets of the development trajectory as set out in South Africa's National Development Plan.

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

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

The Annual Performance Plan details the pre-determined objectives and targets for the year under review whilst projecting intended performance targets and programme indicators for the two outer years in the Medium-Term Expenditure Framework of the Board and it does so with the 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)(Act).

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 D Baartman;
- Was prepared in line with the 2026 - 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 2026/2027.



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



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



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



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



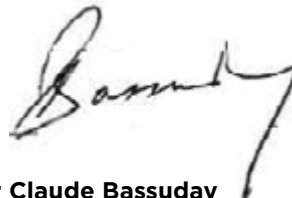
**Ms Sweetness Sixubane**  
*Manager: Human Resources*



**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:

Abbreviation / Acronym	Description
<b>4IR</b>	Fourth Industrial Revolution
<b>5IR</b>	Fifth Industrial Revolution
<b>Act</b>	Western Cape Gambling and Racing Act, 1996
<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 National 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>G2E</b>	Global Gaming Exposition
<b>G4J</b>	Growth For Jobs

<b>Abbreviation / Acronym</b>	<b>Description</b>
<b>GNU</b>	Government of National Unity
<b>HOD</b>	Head of Department
<b>HR</b>	Human Resources
<b>HRM</b>	Human Resource Management
<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>MTDP</b>	Medium-Term Development Plan
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NDP</b>	National Development Plan
<b>NGA</b>	National Gambling Act
<b>NGB</b>	National Gambling Board
<b>NTR</b>	National Treasury Regulations
<b>OD</b>	Organisational Development
<b>OEM</b>	Original Equipment Manufacturer
<b>OHASA</b>	Occupational Health and Safety Act, 1993
<b>Opex</b>	Operational Expenditure
<b>PAC</b>	Public Accounts Committee
<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>POE</b>	Portfolio of Evidence
<b>POPIA</b>	Protection of Personal Information Act ,2013
<b>PSP</b>	Provincial Strategic Plan
<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>Abbreviation / Acronym</b>	<b>Description</b>
<b>SOP</b>	Standard Operating Procedures
<b>SCOPA</b>	Standing Committee on Public Accounts
<b>SP</b>	Strategic Plan
<b>SR</b>	Strategic Risk
<b>TID</b>	Technical Indicator Descriptions
<b>TIPS</b>	Trade and Industrial Policy Strategies
<b>TR</b>	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>UPS</b>	Uninterrupted Power Supply
<b>VPN</b>	Virtual Private Networks
<b>WC</b>	Western Cape
<b>WCG</b>	Western Cape Government
<b>WCGRB</b>	Western Cape Gambling and Racing Board
<b>WCPT</b>	Western Cape Provincial Treasury
<b>WSP</b>	Work Skills Plan
<b>Western Cape</b>	The Province of the Western Cape

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**OUR MANDATE**

# PART A: Our Mandate

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## 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 when exercising its powers and performing 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 competencies 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. 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 has to 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 years shall enter any area where gambling takes place, and take part 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. This involves the sustainable economic empowerment of black people, in particular women, workers, and people with disabilities. The Board supports B-BBEE through achieving equitable representation (of females, males and disabled persons) in all occupational categories and levels in 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 the application of, amongst other, the Preferential Procurement Policy Framework Act and Regulations of 2000. The Board, through the imposition of licence conditions on its licence holders, enforces policy objectives of the B-BBEE Act.

The Board supports the *Women in Gaming, African Chapter* 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 organization hosts networking events that allow women from all areas of the industry to connect, share experiences, and collaborate.

Key to the Board's activities is the promotion of responsible gambling practices amongst the broader public, with a particular focus on youth and minors, which it does through various awareness programmes. 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 work place.

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

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

## PART A: Our Mandate

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### **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 victimization; and to provide for matters connected therewith.

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

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

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

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

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

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

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

POPI's objectives are inter alia to promote the protection of personal information processed by public and private bodies; to introduce certain conditions to establish minimum requirements for the processing of personal information and to provide for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act.

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

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

### **Skills Development Act, 1998 (Act 97 of 1998)**

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

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

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

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

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

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

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

### 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.

The Board's Strategic Focus for the 2026/27 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

#### 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 emphasizing 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.

These priorities align with the 2025 – 2030 Provincial Strategy Plan (PSP) which focuses on the following:

- Economic Growth & 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 & 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.

These PSP priorities are structured around the WCG's apex priority of helping businesses grow and create jobs and equipping residents to access those jobs.

#### Provincial Strategic Plan 2025-30

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.

# PART A: Our Mandate

## Overview of Provincial Strategic Plan 2025-2030



### Provincial Portfolios

The implementation of the PSP is driven by four transversal 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 portfolio leads 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:

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

### 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.

# PART A: Our Mandate

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.

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 provides the strategic architecture for integrated action across the WCG. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities. The remainder of this section outlines how the Western Cape Gambling and Racing Board contributes towards the achievement of the PSP.

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

 <p><b>Safety</b></p>	 <p><b>Growth for Jobs</b></p>	 <p><b>Innovation, Culture, &amp; Governance</b></p>
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, WCGRB, as an entity of PT, contributes to integrated impact in Cohesive Communities and Economic and Growth Opportunities.

The Board acknowledges climate change as a transversal priority for the Western Cape Government and aligns its planning with the Western Cape Climate Change Response Strategy: Vision 2050 (WCCCRS), which sets out the Province's aspiration to become a net zero emissions and climate-resilient province by 2050, founded on an equitable and inclusive economy and society.

While the Board is not a direct implementing agent of climate change mitigation or adaptation programmes, it supports the principles and guiding objectives of the WCCRS and recognises the importance of integrating climate considerations, where appropriate, into its governance, planning, and operational frameworks. In practice, this includes acknowledging potential disaster risks to gambling facilities and promoting awareness of sustainable practices, without extending beyond the Board's regulatory remit or requiring additional systems or budgetary allocations.

The Board acknowledges the importance of sustainability and will explore adopting green procurement guidelines and energy-efficient technologies within its own offices and ICT systems. Through internal processes such as sustainable procurement decisions, efficient use of energy and resources, and raising awareness among staff about environmentally responsible practices, the Board supports transversal climate change objectives. While it does not have control over the environmental performance of gambling and racing facilities, these internal measures demonstrate the Board's commitment to minimising its operational footprint.

The Board will explore integrating climate risk considerations into its internal business continuity and disaster recovery planning, including infrastructure upgrades and office fit-outs, while recognising that its regulatory mandate does not extend to the operations or programmes of licensees.

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. The research was completed by the end of April 2025. The research results assisted the Board in understanding how prevalent the various licensed gambling opportunities are and the incidence of problem gambling associated with each. The findings will guide 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.

As part of its ongoing strategic planning, the Board intends to commission another research study during the 2025 - 2030 period. 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 undertaken by the Board in the Province. By examining current trends, identification of 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 as well as the identification of targeted interventions.

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.

## PART A: Our Mandate

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### 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 the national and provincial levels. Section 2(2) of the Western Cape Gambling and Racing Act provides that the right to carry on any gambling within the province vests exclusively in the Board. The Court held that Section 37(1) (j) of the provincial Act meant that the competence to require guarantees vested in the Board and not the Provincial Executive Authority. It ruled that policy determinations cannot override, amend or be in conflict with laws, including subordinate legislation. This is also in line with the principle of the separation of powers.

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

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

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

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

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

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

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

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

The application was in the main for an order interdicting the three Totalisators from offering sports pools, in that this conduct amounts to an encroachment on the powers of the National Lottery and the National Lotteries Board. It infringes the South African Constitution, 1996, the Lotteries Act, 1997 and the Rule of law and that, to the extent that any of the nine provincial gambling Boards authorised the Totalisators to offer sports pools, that such authorisation would be unlawful. The High Court dismissed the application. On appeal to the SCA, it ruled that the application was opportunistic and aimed at achieving a monopoly in respect of betting on sports, other than horse racing. The Court ruled that Totalisator betting on sports does not fall within the definition of a sportspool as envisaged in the Lotteries Act and is regulated in terms of National Gambling Act and the provincial legislation. The appeal was therefore dismissed with costs.

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

Two licence holders applied for a declaratory order in the Western Cape High Court, for an order declaring that Freeplay credits do not constitute a "drop" for the purpose of the computation of adjusted gross revenue and do 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 was delivered on 29 August 2025, where the Court dismissed the Applicant’s Application for Leave to Appeal.

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

The Applicant applied for a Declaratory Order, amongst other prayers, declaring certain paragraphs of the Western Cape Gambling and Racing Policy Determinations, ultra vires, invalid and of no force and effect and that the Board is competent to consider and determine the amendment of a casino licence in terms of the Act and which permits the holder to perform its licensed activities from the Cape Metropole.

The Court delivered judgement and set aside clause 1.1(b) of the 1999 Policy Determinations that introduced the regional exclusivity for the five casinos in the Province as invalid and of no force and effect. The Court declared that Clauses 1.1(c) and (d), which specify the 10-year exclusivity period applicable to casino operator licences, expired by effluxion of time and is no longer operative. Furthermore, the Court confirmed that the Board is authorised to consider applications for relocation of a casino in accordance with the Act. The Court reaffirmed 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 BBEE-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-BBEE in terms of Section 53 of the National Gambling Act, but set aside the 2017 B-BBEE conditions imposed as the Court opined that the Board did not satisfy the pre-conditions required by the empowering provision for having imposed the conditions.

### **PORTAPA (PTY) LIMITED T/A SUPABETS AND OTHERS V CASINO ASSOCIATION OF SOUTH AFRICA AND ANOTHER AND THE GAUTENG GAMBLING BOARD V CASINO ASSOCIATION OF SOUTH AFRICA V PORTAPA (PTY) LTD T/A SUPABETS AND OTHERS (182/2024 & 215/2024) [2025] ZASCA 158 (21 OCTOBER 2025)**

This case concerns the offering of fixed-odds bets on the outcomes of roulette (casino) games by a bookmaker licensed by the Gauteng Gambling Board. The Supreme Court of Appeal (SCA) held that it is unlawful, in terms of the Gauteng Gambling Act, for bookmakers licensed by the Gauteng Gambling Board to offer fixed-odds bets on the outcome of a casino game, including roulette. Importantly, the SCA did not consider the legislative frameworks of any other Provincial Licensing Authorities. Therefore, the judgment applies only to the Gauteng Province and bookmakers licensed by the Gauteng Gambling Board.





**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 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 the national level, the NGB conducts oversight evaluations and at the 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 the development of a viable gambling industry and the protection of the public through the imposition of restrictions and controls. To this end, the Board continues to monitor the industry for any over stimulation and rapidly advancing changes in the industry.

#### 1.1 External Environment Analysis

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

##### Economy

South Africa faces several persistent challenges that weigh heavily on its economic outlook. Structural issues such as unreliable electricity supply and ageing, inadequate infrastructure continue to constrain key sectors like Mining, Manufacturing, and Construction. While inflation is broadly under control, its impact remains more severe for poorer households, who continue to face higher price pressures in essentials like food, housing, and utilities. Trade disruptions, notably from newly imposed tariffs by the United States, and fluctuating commodity prices further strain the economy. Despite progress in reducing load-shedding and growing resilience of the Agriculture and Finance sectors, overall business confidence remains low, dampening investment prospects.

The outlook is cautiously optimistic, contingent on overcoming energy constraints, improving governance, and enhancing infrastructure investment to support sustainable growth and job creation.

In 2024, the Western Cape's economy grew by 0.5%, with the Finance, Utilities, and Community Services sectors contributing positively, while Agriculture, Construction, and Trade experienced notable contractions. Over the decade from 2015 to 2024, the Province recorded cumulative GDP growth of 8.3%, but real GDP per capita declined by 8.6%. This reflects population growth outpacing economic expansion, a continuation of trends observed in 2021 and 2023.

The Finance sector remains the Western Cape's dominant economic engine, growing 26.6 per cent over the past decade and contributing significantly to recovery in both GDP and employment. Tourism continued its upward trajectory, with international arrivals at Cape Town International Airport increasing by 67.5% over the decade and domestic travel surpassing 3.4 million trips in 2024.

Employment rebounded sharply from the pandemic, rising 9.7% since the 1st quarter of 2020 and GDP growth. However, structural challenges such as infrastructure decay, extortion in the Construction sector, and ongoing energy and logistical constraints continued to limit broader economic gains. Fixed investment remains subdued, although positive signs have emerged from the Agriculture sector.

Looking ahead, the Western Cape is forecast to grow by 0.8% in 2025, with the Finance sector expected to remain a key growth driver. The Province continues to outperform national averages in several areas. However, unlocking sustained growth will require addressing long-standing structural barriers, particularly in infrastructure, energy, and investment facilitation, to fully realise the Western Cape's economic potential.

Despite the challenging 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 National 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.

- Growth in gross gambling revenue (GGR) was uneven across the different gambling modes. Betting was the main driver, increasing by 51.2% compared to the previous year. Casino GGR grew marginally by 0.1%, LPM GGR declined by 1.9%, and bingo GGR increased modestly by 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 and levies generated across provinces, followed by Gauteng (23.8%) and Mpumalanga (17.8%).

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.

For the 31 March 2025 financial year, the Board collected gambling taxes and levies to the amount of R1.7 billion, representing an increase of 16% since the prior year. Refer to the table below for the year-to-year comparison.

Taxes and levies collected	31 March 2025	31 March 2024
Provincial Taxes	1 743 796 551	1 500 271 079
Annual Licence Fees	4 306 377	4 001 958
Interest, fines and penalties	100 123	198 725
<b>Total collected</b>	<b>1 748 203 051</b>	<b>1 504 471 762</b>

Taxes collected in respect of Horse Racing and Betting represents 70% 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 in the Western Cape by licensing suitable, fit, and proper persons and entities to operate within the province. It also ensures compliance with both national and provincial gambling legislation. Through the licensing process, the Board unlocks economic opportunities while advancing economic transformation and broad-based empowerment - key priorities at both national and provincial levels.

As the regulator and licensing authority, the Board is legally mandated to enforce the principles of B-BBEE in the industry it oversees. In terms of Section 10 of the Broad-Based Black Economic Empowerment Act 53 of 2023, as amended ("B-BBEE Act"), the Board is empowered to set qualifying criteria for the issuance of licences and related approvals. It monitors licensees' B-BBEE initiatives, achievements, and compliance levels.

## PART B: Our Strategic Focus

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The Board's sectoral committees act as review and advisory bodies, monitoring the compliance of different industry sectors with licence conditions. The WCGRB has also set specific B-BBEE target levels for licensed operators across sectors. Licence holders' B-BBEE performance is reviewed annually, and conditions are imposed where necessary, reasonable and justifiable. This ensures maximum empowerment, transformation and upliftment of the groups intended to benefit from government transformation objectives.

Licence holders not exempt from the B-BBEE Codes are required to undergo annual evaluations by accredited B-BBEE rating agencies and submit their verification certificates to the Board. Where licence holders fail to meet B-BBEE targets or conditions, they must provide explanations for noncompliance and outline corrective measures to meet the required levels or targets.

In addition to B-BBEE transformation objectives, many licence holders have made binding Corporate Social Investment commitments across various regions and causes, aligned with the conditions of their licences. These commitments are audited annually as part of the Board's licence renewal process. The Route Operator, Casino and Bookmaker sectors all maintain CSI projects with measurable plans and objectives and perform well in terms of B-BBEE certification issued by accredited verification agencies.

At the national level, the National Gambling Board of South Africa monitors and publishes data on transformation and growth within the gambling industry. Data indicates that, both nationally and in the Western Cape, financial interest and shareholding in the gambling industry are concentrated among a few major role players with interests across all gambling sectors. This results in centralised control and uniform policy implementation, particularly in the Casino and Limited Pay-out Machine Route Operator sectors, while broader economic participation is more evident in Limited Pay-out Machine (LPM) sites and the bookmaking sector.

As new gambling modes are approved, the Board is committed to creating an enabling environment that promotes the empowerment of new market entrants and expands the scope for broad-based empowerment.

The Supreme Court of Appeal has outlined a four-stage process that the Board must follow when reviewing B-BBEE commitments of licence holders annually. In alignment with the Court's guidance, the Board finalised a new B-BBEE policy during the 2023/24 financial year, following industry engagement. The policy outlines the WCGRB's B-BBEE objectives for the gambling and racing industry in the Western Cape and defines the quarterly and annual processes to be followed. This ensures that the implementation of B-BBEE is legally compliant, and both procedurally and substantively fair.

### Industry Developments

#### Sports betting

Since 2020, individuals and businesses have increasingly migrated towards online commerce and digitisation across various sectors. This shift has fuelled growth in e-commerce and, correspondingly, an exponential rise in remote betting transactions via online, mobile and telephone platforms. Patrons are now able to place bets from any location, eliminating the need to visit physical gambling venues or betting premises.

This shift has led to an increase in tax collections related to sports betting conducted via remote channels. The Board has noted a significant expansion in both betting contingencies and product offerings, providing a wider variety of betting options now made available by licensed bookmakers. 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.

The rise in sports betting has led to a marked decline in patronage at LPM sites and casinos. Consequently, these sectors have experienced reduced revenues and are struggling to return to pre-pandemic financial levels, indicating stagnation within those industries.

#### Horse racing

Horse racing, as a betting contingency, has declined in popularity. The Board has observed a substantial decrease in betting tax revenue from this activity in recent years, including both tote (open bets) and fixed-odds betting.

The Totalisator Operator is currently exploring new initiatives that may invigorate interest in horse racing and reposition racecourses as attractive leisure destinations. However, legislative amendments will be necessary to give effect to these proposals, and research is ongoing to inform this process.

### **Interactive/online gambling**

Both international and local developments in e-commerce have strengthened calls for the legalisation and regulation of interactive (online) gambling. South Africa, however, continues to uphold a statutory prohibition on interactive gambling.

As a result, there are no legal online gambling alternatives available to the public, who may therefore resort to illegal gambling with unlicensed and unscrupulous operators.

These unlicensed operators do not contribute to tax revenue, are not subject to responsible gambling obligations and do not generate meaningful employment. Meanwhile, licensed operators must compete with these illegal entities, which remain difficult to permanently shut down. The State has a duty to detect and act against illegal gambling operators, and the WCGRB continues to achieve positive results when acting on allegations of illegal gambling in the Province. These successes are the result of the strategic relationships that the WCGRB maintains with SAPS and other law enforcement agencies. While the current threat relates to illegal online gambling, the successes in closing down and eradicating illegal retail gambling should not be discounted, as it has been established that many such illegal gambling establishments are, in fact, crime generators.

Licensed operators undergo a thorough vetting and licensing process to ensure that the legal gambling industry remains free of corruption and unlawful activities. In support of regulatory reform, the Board has submitted policy recommendations at the national level advocating for a regulated interactive gambling regime.

On 8 November 2024, a notice was published in the Government Gazette stating that Mr. Roger William Tobias Chance, Member of Parliament, intends to introduce the Remote Gambling Bill, 2024 in the National Assembly. The Bill seeks to establish a legal framework for the regulation, licensing, and control of all remote gambling activities and to enable the creation of an efficient and effective regulatory regime for remote gambling in South Africa.

The Bill has not yet been enacted and the regulation of remote gambling continues to be governed by the existing legislative framework.

### **Draft Amendments Bills/Policy Determinations**

The Provincial Government is undertaking a comprehensive review of the gambling industry in the Western Cape and is in the process of preparing a Green Paper to support a policy review and amendments to the Western Cape Gambling and Racing Act, 1996 (as amended).

It is anticipated that existing Policy Determinations will be repealed by the new Amendment Act. This Act will, among other changes, enable the relocation of casinos within the Western Cape and accommodate technological advancements in the gambling sector.

The Draft Western Cape Twentieth Gambling and Racing Amendment Bill, 2025 was published for public comment on 6 June 2025. The Bill proposes the introduction of an Economic Opportunity Tax, payable by a casino operator whose application for casino relocation is approved.

Following a High Court judgment that declared certain provisions of the Policy Determinations invalid or expired, the previous requirement that one casino be located in each of the five provincial regions is no longer applicable. As a result, casino operators are now eligible to apply to the Board for relocation.

The Board received an application to relocate one of the outlying casinos to the Metropole. The Board considered the application, including all comments, objections, and supporting documents—such as various economic reports submitted by the Applicant and a third party, as well as the economic report of an Independent Economist appointed by the Board. In August 2025, the Board resolved to approve the relocation application.

## PART B: Our Strategic Focus

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### Research Initiatives

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

Accordingly, the WCGRB commissioned research into the prevalence of gambling and the incidence of problem gambling related to activities licensed by the Board. The study addressed the following key areas:

1. The socio-economic impact of gambling in the Western Cape;
2. The level of market saturation, gambling prevalence and the impact of licensed gambling opportunities;
3. Evaluation of harm minimisation tools and play management systems employed by licence holders; and
4. The effectiveness of responsible gambling tools in minimising harm.

As a regulator, the Board must ensure that the expansion of gambling opportunities is undertaken responsibly, avoiding overstimulation of latent demand. The research outcomes will inform the Board's future decision-making regarding the approval of additional licences and its strategy on curbing illegal gambling and promoting responsible gambling.

The research report was approved by the Board on 29 July 2025.

### Responsible Gambling

Problem gambling is an unintended but known risk of legalised gambling. The Board remains committed to promoting responsible gambling and continues to implement various initiatives under the guidance of its Responsible Gambling Committee.

During the past financial year, there has been heightened public awareness regarding both the benefits of responsible gambling and the dangers associated with problem gambling. Resources are available for individuals seeking assistance, and licence holders are encouraged to identify early indicators of at-risk gambling behaviours.

The self-exclusion process is one tool that restricts individuals from accessing licensed gambling establishments. However, the Board's overarching goal is to educate both the general and gambling public to such an extent that self-exclusion becomes unnecessary. Based on the increase in self-exclusion requests, it is reasonable to conclude that the Board's awareness initiatives are having a positive impact. As of 30 January 2026, the WCGRB has processed 1 593 exclusions nationally, the majority of which pertain to persons not residing in the Western Cape.

Amendments to the Western Cape Gambling and Racing General Rules relating to responsible gambling are expected to come into effect during the 2026/27 financial year. These changes are anticipated to significantly enhance the Board's efforts to promote responsible gambling measures within the industry.

### 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 Limited Payout Machines (LPMs) licensed for rollout across the Province. To date, the Board has issued Type A and Type B LPM site licences. Type A site licences allow operators to offer up to five (5) LPMs within their licensed establishments, while Type B site licences permit the rollout of up to twenty (20) LPMs per site.

Type C LPM site licences allow for up to forty (40) LPMs per site, and Type D LPM licences enable independent site operators to offer up to forty (40) LPMs; however, these licence categories have not yet been issued.

Each category of LPM site licence requires additional regulatory approvals and is subject to specific investment and operational requirements.

In addition to the economic benefits for licence 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, and the offering of learnerships and work experience opportunities.

The Board has commissioned a gambling prevalence study to assess, among other factors, the incidence of problem gambling in the Province, the growth or saturation levels of various licensed gambling modes, and the responsible gambling mechanisms implemented by license holders.

## Current Legislative Considerations

The National Gambling Amendment Bill (B27B-2018) was published in 2018. The Bill seeks to amend the National Gambling Act (2006) to change the configuration of the National Gambling Board into a functioning entity reporting to the 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 lapsed in terms of National Assembly Rule 333(2), on 21 May 2024, but was revived on 25 July 2024 in the National Assembly. The Bill was referred to the Mediation Committee on 15 May 2025 for consideration. The Committee deliberated on the Bill and formally considered and adopted it on Friday, 13 June 2025. A new version of the Bill B27D-2018, is still to be published.

The Western Cape Nineteenth Gambling and Racing Amendment Act (2021) (“Nineteenth Amendment Act”) was published in the Provincial Gazette on 23 June 2021, which Act prescribed new Casino Operator fees and Route Operator fees, and would have significantly bolstered the Board’s objective of becoming self-sufficient in terms of its budgetary requirements. However, this Amendment Act was never brought into operation and has been repealed by the Western Cape Nineteenth Gambling and Racing Amendment Act, Repeal Act, 2022 (“the Repeal Act”), which was assented to on 10 January 2024. Provincial Treasury is in the process of a comprehensive review of the gambling and racing industry landscape in the Western Cape, with a Policy review process underway.

The Draft Western Cape Twentieth Gambling and Racing Amendment Bill, 2025 was published, for comment, on 6 June 2025 which provides for the payment of an Economic Opportunity Tax by the holder of a Casino Operator licence whose application, for the relocation of its Casino, is granted. The Bill sets out how this tax will be calculated and the time period for which same will be payable by a Casino Operator.

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 the Provinces, and not the National Gambling Board, to regulate the issuing of licenses, and collect the prescribed fees within their 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 in the Gazette on 8 November 2024 indicating the Mr Roger William Tobias Chance, MP intends to introduce 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 (Fees and Cost 2016): Amendment, 2025 were updated and published in the Gazette on 31 March 2025 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 2025.

On 25 November 2025, the National Treasury issued a Discussion Paper for comment, proposing the imposition of a national tax of 20% on online betting and interactive gambling activities. The proposal requires that providers of online betting and interactive gambling products, whether licensed or unlicensed in South Africa, be liable for a 20% national tax on gross gambling revenue (“GGR”). This tax would be levied in addition to existing provincial gambling taxes and Value-Added Tax (“VAT”) already paid by the providers. The Paper indicates that the imposition of a 20% national tax would result in more than R10 billion in additional revenue for the national government, with the main objective being to discourage problem and pathological gambling and its associated harms. The gambling industry and various provincial fiscus were not consulted during the drafting of this Paper. Comments were due on 27 February 2026.

## 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 protecting players and the integrity and fairness of the industry through strict control and supervision of the industry.

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

The exclusion process, while the responsibility of the National Gambling Board, will be reviewed to assist persons who wish to be excluded. The effective implementation of a national exclusion programme has been delayed by the provisions in the National Gambling Act, which is yet to become operational. The Minister of Trade, Industry and Competition ("DTIC") must gazette the date these Regulations shall take effect. The Board is continually engaging the said entities to fast-track the exclusion register process, with the legislated mandate to enforce same.

### Technological Advancements

Technological innovations, particularly in the ICT sector, continue to be the primary drivers of technological, social, economic and cultural change. ICT advancements have accelerated rapid shifts, challenging organisations to rethink traditional business practices.

Global organisations face unique challenges that require a re-evaluation of existing strategies and the adoption of alternative mechanisms to ensure business continuity. Dependence on energy-efficient computing, skilled workforce, artificial intelligence, data and information security, digital technology, transformation and connectivity has impacted organisations' strengths, weaknesses, opportunities and threats. As internet traffic, connected devices, the Internet of Things, and AI adoption grow, so too does the threat of cyber-attacks. This escalation increases the demand for IT security products, ICT governance, software, services and expertise.

The Office of the Board was not immune to these challenges and undertook a thorough assessment of its capabilities to maintain effective operations. The WCGRB strengthened its ICT workforce, enhanced network capacity for a distributed workforce, upgraded its electricity supply and improved information and physical security measures. Employees were equipped with the necessary tools to facilitate work-from-home (WFH) arrangements. Secure remote access was enabled through virtual private networks (VPNs), allowing access to the WCGRB network, production systems, collaboration tools and digital platforms. Key governance documents - including the WCGRB Security Policies and Oath of Secrecy, the Code of Conduct, and Sections 17 and 19A of the Act - were communicated to all employees to safeguard information and data.

Beyond enabling remote work, WCGRB's video conferencing, collaboration and communication capabilities supported distributed work environments, facilitating Board, Committee, and departmental meetings, information sharing, remote support and staff training. Stakeholder communication continued through telephone, email and video conferencing platforms.

The Finance and IT Committee, alongside the Audit and Risk Committee, holds oversight responsibility for the effectiveness and efficiency of the Board's ICT resources. Quarterly internal ICT and audit reports are presented to these committees to ensure robust controls over internal ICT governance and security. Risks and controls related to ICT functions are incorporated into the Board's Risk Register and managed accordingly. ICT operations are managed via the WCGRB Service Desk Management system, with routine maintenance performed through a distributed methodology.

A key focus area for the Board remains advancing business process automation. The digitised automation system, Genesis, continued to enable the gambling industry to submit licence applications online. Additionally, an automated Request Fulfilment System was implemented for the Regulatory Compliance Department to streamline the processing of approval requests. This development will further facilitate industry submissions to the Office of the Board.

Technological advancements continue to foster new and innovative gambling methods, with online betting emerging as a rapidly growing market. Over the past four years, online betting has increased exponentially compared to other forms of gambling, such as casinos, LPMs, and the Totalisator. Regulators must remain sufficiently trained and staffed to respond to the ongoing technological changes within the gambling industry.

## 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 attempting to employ interns or temporary employees to assist with the current workload.</li> <li>Current vacancies within the Board will be filled as soon as possible.</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 the 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 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 2026/27 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

There are currently 3 000 Limited Payout Machines (LPMs) licensed for rollout across the Province. To date, the Board has issued Type A and Type B LPM site licences. Type A site licences allow operators to offer up to five (5) LPMs within their licensed establishments, while Type B site licences permit the rollout of up to twenty (20) LPMs per site.

Type C LPM site licences allow for up to forty (40) LPMs per site, and Type D LPM licences enable independent site operators to offer up to forty (40) LPMs; however, these licence categories have not yet been issued.

Each category of LPM site licence requires additional regulatory approvals and is subject to specific investment and operational requirements.

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, Bingo, 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. In doing so, the Board will also consider the socio-economic impacts of expansion, including the potential stimulation of latent demand for gambling, alongside the legal, economic and fiscal considerations.

The Board is conducting internal work to ensure that the necessary policies, restrictions and Rules are in place to enable regulation of the new modes that will be rolled out. The Board will advertise requests for Applications and Proposals on the categories of licences that will be rolled out.

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

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

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

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

Figures in millions	2025	2024	2023	2022	2021
Board's own income	R 60	R 54	R 52	R 47	R 42
Government grant	R 25	R 21	R 25	R 26	R 28
Total	R 85	R 75	R 77	R 73	R 70
Board's own income % allocation	71%	72%	68%	64%	60%
Government grant % allocation	29%	28%	32%	36%	40%
Cash surplus returned to the PRF	R -19	-	R -14	-	-
Cash surplus approved for retention	-	R -10	-	R -15	R -17
Net government grant	R 6	R 11	R 11	R 11	R 11

*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 67% of the Board's total income, whereas the government grants represent 33% 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, 2.7% 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 were a significant income stream of the Board, are 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 R5.358 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>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>Total</b>
Taxes and levies collected	R1 663	R1 436	R1 038	R 759	R 462	R 5 358
Government grant as a % of taxes and levies collected	1.0%	1.5%	2.0%	3.0%	6.0%	2.7%
Net government grant as a % of taxes	0.3%	0.8%	1.0%	1.0%	2.0%	1.02%

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

Taxes and levies collected also contribute to the economic empowerment of the historically disadvantaged and in addition, attract tourism and result 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 the 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

### Implementation of the Approved Organisational Structure Review Outcome



As at 31 March 2025, the Minister of Finance had appointed seven (7) members to the Board. The Board operates within an approved organisational structure comprising 115 positions. Of these, 74 positions are funded, with 65 filled and 9 remaining vacant. Recruitment for these critical vacancies is actively underway.

The increase in the total number of approved posts follows a recently concluded Organisational Design Review. This review was conducted in response to the continued year-on-year growth of the gambling and racing industry, as well as the Board's decision to expand the range of regulated gambling offerings within the Western Cape. Its purpose was to ensure the Board's human resource capacity aligns with its operational requirements and strategic direction.

The current workforce has proven insufficient to meet existing operational demands, as well as the anticipated increase in licence applications and compliance obligations arising from industry expansion. In response, the Board approved an additional 41 posts as part of a revised organisational structure. Provincial Treasury has provided funding for 23 of these posts over a three-year period; however, due to ongoing budget constraints, the remaining posts remain unfunded, limiting the Board's ability to build internal capacity.

The shortage of adequate resources hampers the Board's ability to attract and retain skilled personnel, impacting operational efficiency and staff morale. The Board continues to engage Provincial Treasury and the Minister of Finance in seeking additional funding.

In a separate but related initiative, the Board continues to implement the interventions identified in the "Organisational and Leadership Culture Change Implementation Plan", which outlines twelve (12) action points for staff and management. These include the promotion of cultural diversity and the development of a 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 have 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. Therefore, an increase in demand for IT security products, software, services, experience, digital skills and capacity will still be required.

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

- To strengthen its network capability for a distributed workforce,
- Enhanced its electricity supply through the implementation of alternative sources of energy,
- Improve its information and physical security defence mechanisms,
- To equip employees with the necessary tools for work from home (WFH),
- enablement of 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 Act, 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 remote 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, has 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.

A continuous focus area for the Board is its move towards business process automation and our digitised automation systems, together with online enablement, streamlining of operations and improving decision making for the Office of the Board and the gambling industry in processing gambling licence applications. WCGRB will expand on this capability to enable further business process optimisation for 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 the 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. 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)

## PART B: Our Strategic Focus

- Licensing department:
  - Genesis costing model development and integration (med-long term)
  - Genesis licence certificate development (med-long 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)
- 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)

### Safe and Responsible Gambling

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

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

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

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

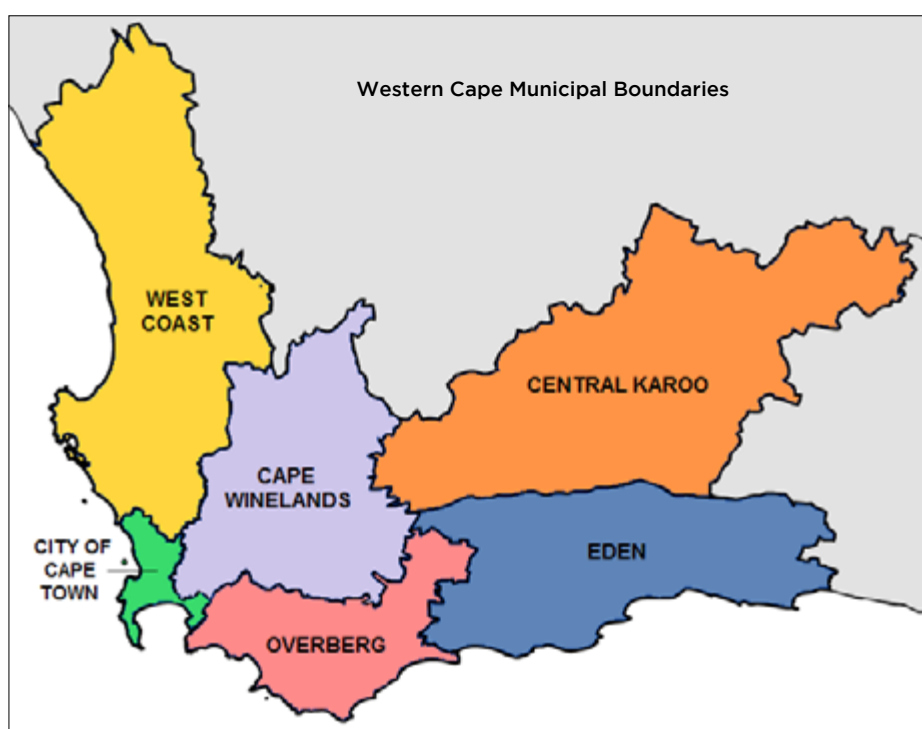
### Service Delivery Environment

As at 31 March 2025 the legal gambling and betting industry in the Western Cape which spans the full geographical area of the Western Cape comprised of:

License Activity	31 March 2025	31 March 2024
Licensed casinos	5	5
Licensed limited pay-out machine route operators	2	2
Licensed bookmakers	69	64
Licensed totalisator	1	1

Licence Activity	31 March 2025	31 March 2024
Licensed premises	682 (469 LPMs 170 Bookmakers 43 Totalisators)	702 (488 LPM 171 Bookmaker 45 Totalisators)
Licensed gambling devices	6 834	6 834
Employee licences*	7 959	6 480

\*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 - 469	292	46	37	39	42	13
Bookmakers - 170	151	3	9	2	5	0
Totalisators - 43	37	1	4	0	1	0

## PART B: Our Strategic Focus

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.

The Board received an application from a current casino licence holder to relocate its existing casino to Somerset West in the Helderberg area of the Cape Metropole. The application, submitted in terms of Section 41(2) of the Act, was published in the Provincial Gazette on 14 July 2023 as part of the public participation process. Comments and objections received from the public were considered by the Board during its adjudication of the relocation application. The Board approved 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 original staff establishment of seventy-four (74) posts was last reviewed and approved in 2004. Despite substantial growth in the gambling industry and increased regulatory complexity, the structure remained unchanged for an extended period.

As at 31 March 2025, the approved establishment comprised 74 posts, of which 65 were filled and 9 were vacant.

Programme	Approved Posts	No. of employees	Vacancies
Administration	10	6	4
Executive	7	6	1
Management	7	7	-
Compliance	24	21	3
Licencing	22	21	1
ICT	4	4	-
<b>TOTAL</b>	<b>74</b>	<b>65</b>	<b>9</b>

The Board maintains a low attrition rate and endeavours to fill vacancies within three months of advertisement, where feasible.

## Organisational Review

In response to increased operational demands, the Board conducted a macro-structural review. This resulted in the approval of an additional forty-one (41) posts, increasing the total establishment to one hundred and fifteen (115) posts.

Of these, ninety-seven (97) posts are funded, leaving eighteen (18) unfunded due to fiscal constraints.

Provincial Treasury has provided phased funding support. The Board continues engagements to secure funding for the remaining posts to ensure adequate regulatory capacity.

## Industry Growth and Regulatory Demand

The gambling industry continues to expand significantly.

Total gambling taxes collected for the year ended 31 March 2025 amounted to R1.74 billion, representing a 169% increase compared to FY2019.

Notably, betting tax collections increased by 1 218% compared to FY2019.

As at 31 March 2025, five casinos were operational, together with two Limited Payout Machine (LPM) route operators managing approximately 2 100 operational LPMs across 469 sites. In addition, there were 69 licensed bookmakers operating at 170 sites and one licensed totalisator operating at 43 sites.

As at 31 March 2025, there were 6 834 licensed gambling devices and 7 959 licensed employees, as reflected in the table below.

License Activity	31-Mar-25	31-Mar-19	31-Mar-15
Licensed casinos	5	5	5
Licensed limited pay-out machine route operators	2	2	2
Licensed bookmakers	69	43	36
Licensed totalisator	1	1	1
Licensed premises	682	640	594
Licensed gambling devices	6 834	6 040	5 704
Licensed employees	7 959	7 195	3 799

For FY2025, 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-25	31-Mar-19	31-Mar-15
Casino	391 031 990	428 481 241	409 061 070
Horse Racing and Betting	1 227 942 990	93 154 513	50 917 960
Limited Pay-out Machines	124 821 571	125 711 109	76 004 555
<b>Total taxes collected</b>	<b>1 743 796 551</b>	<b>647 346 863</b>	<b>535 983 585</b>
Increase in gambling taxes collection	1 096 449 688	111 363 278	
% increase	169%	21%	

## PART B: Our Strategic Focus

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

- Increase of 60% in licensed bookmakers
- Increase of 7% in licensed premises
- Increase of 13% in licensed gambling devices

The growth in licensed activities has increased regulatory oversight requirements, placing strain on existing human resources.

### Operational Risks

Insufficient capacity presents risks to:

- Regulatory effectiveness
- Compliance monitoring
- Processing turnaround times
- Revenue protection

The potential migration of licence holders to other provinces may result in loss of provincial revenue.

Recruitment and retention challenges persist due to non-market-related remuneration levels. Delays in filling posts and staff attrition to other institutions increase institutional vulnerability and risk the loss of critical skills.

### Funding Constraints

The Board's funding consists of:

- Departmental transfers; and
- Statutory fees prescribed in the Act.

In terms of section 53(3) of the PFMA, the WCGRB may not budget for a deficit or accumulate surpluses without National Treasury approval.

Revenue risk arises from:

1. Dependence on government transfers; and
2. Variability in industry-driven statutory income.

Expenditure is therefore limited to confirmed funding, which directly affects the Board's capacity to execute its mandate.

### Employee Wellbeing and Development

Occupational Health and Safety remains a priority.

Training interventions are aligned to performance outcomes and strategic objectives. The Employee Wellness Programme continues to support staff wellbeing and mitigate organisational risk.

### Employment Equity

The Board remains committed to the implementation of the Employment Equity Act, 1998 (Act 55 of 1998, as amended). Progress has been made; however, further improvements in representation remain a priority.

### Strategic Focus

The Board continues to strengthen its regulatory capability through:

- Skills development
- Infrastructure improvement
- Enhanced compliance systems
- Policy and standards refinement

These interventions support effective licence processing, compliance monitoring, data protection, and public interest safeguards.

## Litigation

The gambling industry proves to be very litigious resulting in the Board's decisions and actions often being challenged based on the vested economic interest of licence holders and other role-players. Some matters are purely of public interest or in certain instances, the judgement pronounced by our Courts provide legal certainty on matters where the Board and a licence holder have differing legal views. In such instances, the parties usually agree that the appropriate avenue is to obtain a declaratory order. As a regulator, the Board considers broader public interest issues and not purely the commercial interest. The Board therefore does not participate in all litigious matters where it is cited as an interested party but bases 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 and Economic Opportunities filed a Notice of Opposition and Founding Affidavits to the Constitutional Court. The matter was heard at the Constitutional Court on 4 February 2025 and judgement was handed down on 29 August 2025, where the Court dismissed the Applicants Application for Leave to Appeal.

The Lotteries Operator and Commission challenged the legality and constitutionality of a Bookmaker who offers bets on any lottery in terms of the gambling license issued by the relevant Provincial Licensing Authority / Gambling Board, and whether this is in contravention of Section 57(2)(g) of the Lotteries Act. On Appeal to the High Court the Full Court held that:

- i. The scheme, plan, arrangement or system of the Bookmaker whereby it offers bets, whether or not of a fixed-odd nature, on the outcome of lotteries is declared unlawful;
- ii. The Bookmaker is interdicted from offering bets, whether or not of a fixed-odd nature, on the outcome of any lottery; and
- iii. The Bookmaker, the relevant Board and another Bookmaker are directed to pay the costs of the Lottery Operator.

The SCA issued an order directing that all interested parties be informed of the matter and to indicate if they will be joining the proceedings. The WCGRB informed all licenced Bookmakers of the SCA proceedings. The Board has filed a Notice of its Intention to Participate in the proceedings, its Application to intervene into the proceedings and its Heads of Argument. A set down date is awaited.

## Stakeholders

As a provincial public entity, the Board engages with a wide range of stakeholders. These include the Western Cape Provincial Government, the Western Cape Minister of Finance, the Western Cape Provincial Treasury, the WCGRB workforce, licensed gambling and betting entities, the Western Cape population, suppliers, the environment and the media.

The WCGRB's stakeholder policy outlines the mechanisms and processes that support constructive engagement with its stakeholders.

The National Gambling Board (NGB) conducts oversight evaluations of the Provincial Licensing Authorities (PLAs) in relation to regulatory matters as outlined in Section 33, read with Section 34, of the National Gambling Act. Additionally, in terms of information sharing, the Board is required to submit information pertaining to the matters outlined in Section 35 of the Act to the NGB.

## PART B: Our Strategic Focus

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

Other key stakeholders include the National Gambling Board, other Provincial Gambling Boards, National Treasury, the Department of Trade, Industry and Competition, local government authorities (municipalities), and law enforcement agencies.

The Board also works closely with the South African Responsible Gambling Foundation (SARGF) on training initiatives, problem gambling treatment interventions, research projects, and the provision of statistical data relating 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).

### B-BBEE Compliance Performance Information

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	The Board imposes licence conditions on the different sectors of the industry, indicating a minimum B-BBEE compliance level to be achieved. Further, that such status be confirmed in a verification certificate issued by an accredited verification agency.
Developing and implementing a preferential procurement policy?	Yes	The Board implemented its SCM Policy, taking into account the requirements as set out in the Treasury Regulations, Treasury Instructions, the Preferential Procurement Regulations and all relevant legislation pertaining to supply chain management.
Determining qualification criteria for the sale of state-owned enterprises?	No	The Board is not a State-owned Enterprise.
Developing criteria for entering into partnerships with the private sector?	No	The Board is not a service delivery entity. It is a regulatory and licensing authority.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	The Board will set such criteria as and when it offers incentives, grants and investment schemes in support of Black Economic Empowerment.



**MEASURING OUR  
PERFORMANCE**

# PART C: Measuring Our Performance

## 1. Institutional Programme Performance Information

Programme
<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 R4.317 billion for the benefit of the Provincial Revenue Fund. See table below for details:

Tax collections	2024/25	2023/24	2022/23	Total
<b>Gambling taxes (in millions)</b>	R 1 744	R 1 500	R 1 073	R 4 317

The gambling industry in the Western Cape therefore makes a significant contribution to the Provincial Fiscus. Gambling tax collections contribute toward the Western Cape Provincial Government executing its budget priorities.

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

Budget Policy Priority	Direct/Indirect Link
Growth for Jobs	<ul style="list-style-type: none"> <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		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
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 2026/27 year	18	14	23	13	13	13	13
			6	6	6	6	6	6	6
	Licence holders' CSI Commitments complied with	1.2 Number of CSI verification visits conducted by Board Committees with licensed Casinos and Route Operators	New output indicator	4	4	4	4	4	4
			New output indicator	100%	100%	95%	95%	95%	95%
	Legal opinions drafted to guide Board and Office on legal implications of decisions taken	1.4 Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	1	1	1	1	1	1	1
			4	4	4	4	4	4	4
Compliance to Human Resources regulatory reporting requirements	1.5 Number of Regulatory reports timeously submitted to Department of Labour	1	1	1	1	1	1	1	
		4	4	4	4	4	4	4	
A skilled, motivated and committed workforce	1.6 Number of reports on the implementation of the Human Resources Plan	4	4	4	4	4	4	4	

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
To foster a responsive, fair and sustainable gambling environment that promotes good governance, punter protection and socio-economic development, while mitigating gambling-related harm.	A skilled, motivated and committed workforce	1.7 Number of workplace skills plan timeously submitted to Cathsseta	New output indicator	New output indicator	0	1	1	1	1
	Implementation of the approved Organisational Structure Review Outcome	1.8 Number of approved implementation plans for the rollout and monitoring of the structure	New output indicator	New output indicator	1	1	1	1	1
	Effective and efficient financial administration	1.9 Number of financial reports to stakeholders	33	33	33	33	33	33	33
	Enhanced staff competence to effectively execute the Board's regulatory mandate	1.10 Number of capacity-building sessions conducted to strengthen staff competence in executing the Board's mandate for gambling regulation	New output indicator	New output indicator	New output indicator	New output indicator	4	4	4
	Improved collaboration and compliance with licence holders through effective communication and feedback	1.11 Number of stakeholder engagement activities conducted with licence holders	New output indicator	New output indicator	New output indicator	New output indicator	2	2	2

## 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 2026/27 year	13	3	3	4	3
1.2. Number of CSI verification visits conducted by Board Committees with licensed Casinos and Route Operators	6	1	1	3	1
1.3. Number of awareness programmes facilitated by the Board	4	1	1	1	1
1.4. Percentage of legal opinions prepared and submitted within 30 days of receipt of request for an opinion	95%	95%	95%	95%	95%
1.5. Number of Regulatory reports timeously submitted to Department of Labour	1				1
1.6. Number of reports on the implementation of the Human Resources Plan	4	1	1	1	1
1.7. Number of workplace skills plan timeously submitted to Cathsseta	1	1			
1.8. Number of approved implementation plans for the rollout and monitoring of the structure	1				1
1.9. Number of financial reports to stakeholders	33	9	8	8	8
1.10. Number of capacity-building sessions conducted to strengthen staff competence in executing the Board's mandate for gambling regulation	4	1	1	1	1
1.11. Number of stakeholder engagement activities conducted with licence holders	2		1		1

### Planned performance over the medium-term period

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

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

Flowing from above, the Board's vision over the five-year planning period is to be recognised as 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	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Board and Administration</b>	<b>27 131</b>	<b>57 516</b>	<b>39 924</b>	<b>34 553</b>	<b>62 043</b>	<b>45 841</b>	<b>47 387</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>27 126</b>	<b>31 886</b>	<b>33 129</b>	<b>33 953</b>	<b>42 650</b>	<b>45 091</b>	<b>46 987</b>
Compensation of employees	16 218	17 107	18 511	19 659	27 861	31 655	33 551
<b>Goods and services of which:</b>	<b>10 908</b>	<b>14 779</b>	<b>14 618</b>	<b>14 294</b>	<b>14 789</b>	<b>13 436</b>	<b>13 436</b>
Administration	8 645	12 246	11 151	11 644	11 128	11 661	11 580
Consultants, contractors and special services	1 436	1 444	2 464	1 600	2 583	650	679
Travel and subsistence	827	1 089	1 003	1 050	1 078	1 125	1 177
<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>5</b>	<b>32 725</b>	<b>6 795</b>	<b>600</b>	<b>19 393</b>	<b>750</b>	<b>400</b>
Buildings and other fixed structures	0	25 495	6 225	0	18 943	0	0
Machinery and equipment	5	135	570	600	450	750	400
Transport Equipment	0	0	0	0	0	0	0
<b>Total</b>	<b>27 131</b>	<b>57 516</b>	<b>39 924</b>	<b>34 553</b>	<b>62 043</b>	<b>45 841</b>	<b>47 387</b>

- The budget reflects 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 in respect of funded posts.
- 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</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</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>

## 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 Board's 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		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
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	92%	92%	96%	91%	91%	91%	91%
	Renewal applications received processed	2.2 Percentage of renewal applications received processed on or before the date of expiry of the licence	99%	99%	98%	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	100%	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 renewal applications received processed on or before the date of expiry of the licence	99%	99%	99%	99%	99%
2.3 Percentage of licence applications to the Board approved at first submission	95%	95%	95%	95%	95%

### Planned performance over the medium-term period

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

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

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

### Programme Resource Considerations (Budget Table)

**Table: Licensing**

Expenditure Estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Licensing</b>	<b>14 356</b>	<b>14 356</b>	<b>14 777</b>	<b>17 859</b>	<b>20 252</b>	<b>22 600</b>	<b>25 191</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>13 959</b>	<b>14 356</b>	<b>14 777</b>	<b>17 859</b>	<b>20 252</b>	<b>22 600</b>	<b>25 191</b>
Compensation of employees	13 764	13 953	14 512	17 597	19 765	22 091	24 660
<b>Goods and services of which:</b>	<b>195</b>	<b>403</b>	<b>265</b>	<b>262</b>	<b>487</b>	<b>509</b>	<b>531</b>
Administration	102	267	149	79	130	136	142
Consultants, contractors and special services	87	90	92	115	135	141	147
Travel and subsistence	6	46	24	68	222	232	242
<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>17 859</b>	<b>20 252</b>	<b>22 600</b>	<b>25 191</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 Programme is responsible for enforcing 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 licensed activities within the legislative provisions and regulatory prescripts as well as the investigation of illegal gambling activities to ensure that the inhabitants of the Province are protected from the social ills which may arise from legalised gambling.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicators	Audited performance			Estimated Performance	MTEF Targets		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
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	1 421	1 485	967	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 FY2026/27 and the two outer years, the programme has reduced the planned number of compliance assessments. This is due to current capacity constraints within the organisation and the need to deploy staff to other areas to effectively fulfil the Board's mandate. A similar adjustment was also implemented during FY2025/26.

### Programme Resource Considerations (Budget Table)

**Table: Regulatory Compliance**

Expenditure Estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
R'000	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Regulatory Compliance</b>	<b>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>20 762</b>	<b>26 997</b>	<b>32 603</b>	<b>34 539</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>20 762</b>	<b>26 997</b>	<b>32 603</b>	<b>34 539</b>
Compensation of employees	16 334	16 723	18 547	19 697	25 813	31 468	33 353
<b>Goods and services of which:</b>	<b>1 282</b>	<b>1 211</b>	<b>1 017</b>	<b>1 065</b>	<b>1 184</b>	<b>1 135</b>	<b>1 186</b>
Administration	481	278	161	169	321	335	350
Consultants, contractors and special services	0	0	0	0	0	0	0
Travel and subsistence	801	933	856	896	863	800	836
<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>17 616</b>	<b>17 934</b>	<b>19 564</b>	<b>20 762</b>	<b>26 997</b>	<b>32 603</b>	<b>34 539</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 96% 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>1. Attendance at industry specific conferences, workshops and training forums, both nationally and internationally</li> <li>2. Staff declarations of interest</li> <li>3. Adherence to the Departmental SOP and HR policy</li> <li>4. Multiple-tier review process Regular engagement with industry stakeholders</li> </ol>
	SR10: Inability to detect and close illegal gambling operations	<ol style="list-style-type: none"> <li>1. Regular engagement with enforcement agencies</li> <li>2. Attendance at Enforcement Forum meetings</li> <li>3. Training provided to Law enforcement Officers officials where required</li> <li>4. Network of Confidential Informers</li> <li>5. Annual Enforcement Workshop</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 in support the Board's strategic objectives.

The ICT environment continuously adapt in support of 5IR, building on the 4IR principles and future developments through digitalisation, automation, access to information, integration of technologies, collaboration and the Board's business requirements, including gambling 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		
			2022/23	2023/24	2024/25		2025/26	2026/27	2027/28
Development and implementation of innovative, functional, reliable, and secure ICT solutions and systems that drive long-term organizational 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 Information and Communication Technology (ICT) maintenance events performed to maintain and improve WCGRB information technology infrastructure	98%	98%	99%	98%	98%	98%	
			94	89	90	80	80	80	
			99.9%	99.9%	99.9%	99%	99%	99%	
	Continuous knowledge and skills enhancement	4.2 Number of Information and Communication Technology (ICT) talent capacity competency activities accomplished							
	Continuous availability of ICT systems	4.3 Average percentage Information and Communication Technology (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 Information and Communication Technology (ICT) maintenance events performed to maintain and improve WCGRB information technology infrastructure	98%	98%	98%	98%	98%
4.2 Number of Information and Communication Technology (ICT) talent capacity competency activities accomplished.	80	20	20	20	20
4.3 Average percentage Information and Communication Technology (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 envisaged 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 the 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.

Over the short term (1-2 years), medium term (2-3 years) and long term (5 years), the department focus areas will include the following:

- Information Technology department:
  - Organisational structure capacity and alignment (medium term)
  - AI Research and Development (long 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 licence 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)
- Legal department:
  - Contract Management System (long term)

## PART C: Measuring Our Performance

- Finance department:
  - Microsoft Dynamics and Genesis integration (medium term)
  - Enhancing and/or automating dynamics system workflows (medium term)
- Human Resource department:
  - HRM system talent capacity competence development (long term)

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 (Budget Table)

**Table: Information and Communication Technology**

Expenditure Estimates							
Programme	Expenditure Outcome			Adjusted Appropriation	Medium Term Expenditure Estimate		
	R'000	2022/23	2023/24		2024/25	2025/26	2026/27
<b>Information and Communication Technology</b>	<b>9 592</b>	<b>8 275</b>	<b>10 003</b>	<b>10 689</b>	<b>15 370</b>	<b>12 513</b>	<b>12 002</b>
<b>Economic Classification</b>							
<b>Current Payments</b>	<b>6 703</b>	<b>7 065</b>	<b>8 053</b>	<b>9 189</b>	<b>11 110</b>	<b>10 513</b>	<b>11 602</b>
Compensation of employees	3 022	3 198	3 331	4 316	4 703	6 217	6 589
<b>Goods and services of which:</b>	<b>3 681</b>	<b>3 867</b>	<b>4 722</b>	<b>4 873</b>	<b>6 407</b>	<b>4 296</b>	<b>5 013</b>
Administration	3 005	2 810	4 196	4 323	5 284	3 124	3 788
Consultants, contractors and special services	628	955	451	472	950	991	1 036
Travel and subsistence	48	102	75	78	173	181	189
<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>2 889</b>	<b>1 210</b>	<b>1 950</b>	<b>1 500</b>	<b>4 260</b>	<b>2 000</b>	<b>400</b>
Machinery and equipment	2 889	1 210	1 250	700	3 660	1 200	400
Software and Intangible Assets	0	0	700	800	600	800	0
<b>Total</b>	<b>9 592</b>	<b>8 275</b>	<b>10 003</b>	<b>10 689</b>	<b>15 370</b>	<b>12 513</b>	<b>12 002</b>

- The ICT environment is dynamic and innovative, which requires a constant update of processes, hardware, software, skills, governance and security.
- Focus on continued enhancements of the Genesis system for the Licensing department's additional operational requirements.
- Focus on continued enhancements of the Compliance portal for the Regulatory Compliance department in the digitisation and automation of Regulatory Compliance business processes.
- To ensure that ICT capabilities are adequately capacitated, ICT department endeavours to strengthen its capabilities through better education, improved skills development, better infrastructure, and increase in stakeholder collaboration and strengthen security systems that protect data and information.

## Updated Key Risks and Mitigations from the SP

Outcome	Key Risks	Risk Mitigation
<p>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.</p>	<p>SR11: ICT systems and solutions are not functional, reliable, innovative and secure</p>	<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 2026/27 year</b>
<b>Short definition</b>	This indicator measures the number of quorate meetings held by the board in the 2026/27 year, ensuring the Board can make decisions that fulfil its governance responsibilities effectively in line with its mandate.  The Board is quorate when 5 out of 7 Board Members attend a Board meeting.
<b>Source of data</b>	Source of data: Board Minutes Actual data table used (if system/excel): N/A  An engagement relating to the data source will take place.
<b>Assumptions</b>	Board meetings are held on a monthly basis, except for December of each year.
<b>Means of verification</b>	Minutes of the meetings
<b>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>1.2</b>
<b>Indicator title</b>	<b>Number of CSI verification visits conducted by Board Committees with licensed Casinos and Route Operators</b>
<b>Short definition</b>	Conducting reviews on licence holders honouring their Corporate Social Investment (CSI) commitments
<b>Source of data</b>	Source of data: Committee minutes  Actual data table used (if system/excel): Not applicable
<b>Assumptions</b>	Quorum available to conduct meetings and verify CSI commitments Licence Holders honour commitment iro CSI initiatives
<b>Means of verification</b>	Minutes of committee meetings and visitation reports
<b>Method of calculation</b>	Simple count

<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>1.3</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>Source of data</b>	Source of data: Visitation/Intervention reports Actual data table used (if system/excel): Not applicable
<b>Assumptions</b>	None
<b>Means of verification</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>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

## PART D: Technical Indicator Descriptions (TID)

<b>Indicator number</b>	<b>1.4</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>Source of data</b>	Source of data: Legal Services department Register and evidence file. Actual data table used (if system/excel): Not applicable
<b>Assumptions</b>	Resources and skilled expertise available to research and draft legal opinions.
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>Indicator responsibility</b>	Manager: Legal Services
<b>Spatial Transformation</b>	Spatial transformation priorities: Description of spatial impact: N/A
<b>Disaggregation of beneficiaries -Human Rights Groups</b>	Target for women: N/A Target for children: 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>Indicator number</b>	<b>1.5</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>Source of data</b>	Source of data: Internal database, information collected through audits, etc. Actual data table used (if system/excel): VIP Sage
<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</b>	Employment Equity Annual Report
<b>Method of calculation</b>	Simple count

<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>1.6</b>
<b>Indicator title</b>	<b>Number of reports on the implementation of the Human Resources 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>Source of data</b>	Source of data: Internal database, information collected through audits, etc.  Actual data table used (if system/excel): VIP Sage.
<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</b>	Quarterly HR Plan reports
<b>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

## PART D: Technical Indicator Descriptions (TID)

<b>Indicator number</b>	<b>1.7</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>Source of data</b>	Internal database, information collected from employees
<b>Assumptions</b>	The Board is duly registered on Cathsseta All information is readily available
<b>Means of verification</b>	Work Skills Plan and Annual Training Report
<b>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b>
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>1.8</b>
<b>Indicator title</b>	<b>Number of approved implementation plans for the rollout and monitoring of the structure</b>
<b>Short definition</b>	Implementation of the approved organizational structure review outcome
<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>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</b>	Approved implementation plan
<b>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> <b>Annually</b>

<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>1.9</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>Source of data</b>	Source of data: General ledger, Trial Balance, Tax Collection Registers Actual data table used (if system/excel): Microsoft Dynamics
<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> <li>• Relevant oversight on the functions of administration and finance processes</li> </ul>
<b>Means of verification</b>	Minutes of meetings, Audit trail of reports communicated to relevant stakeholders, Quarterly oversight reports to committees
<b>Method of calculation</b>	Simple count
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

## PART D: Technical Indicator Descriptions (TID)

Indicator number	<b>1.10</b>
Indicator title	<b>Number of capacity-building sessions conducted to strengthen staff competence in executing the Board's mandate for gambling regulation</b>
Short definition	The number of structured capacity-building sessions conducted for WCGRB staff to enhance their knowledge and competence in areas including licensing, compliance, betting contingencies, illegal gambling monitoring, and sports betting oversight.
Source of data	Training attendance registers, session reports and training materials
Assumptions	Training sessions are delivered according to the approved annual training plan, with participation documented and verified
Means of verification	Training attendance registers
Method of calculation	Simple count
Calculation type	(Only select <b>one</b> ) Cumulative: <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	(Only select <b>one</b> ) <input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> <b>On target</b> <input type="checkbox"/> Lower (less is more) than target
Indicator responsibility	Manager: Human Resources
Spatial Transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A
Disaggregation of beneficiaries -Human Rights Groups	Target for women: N/A Target for children: 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>

Indicator number	<b>1.11</b>
Indicator title	<b>Number of stakeholder engagement activities conducted with licence holders</b>
Short definition	The number of structured engagement activities conducted with licence holders to ensure effective communication, provide guidance on regulatory requirements, and gather feedback on the implementation of the Board's mandate
Source of data	Attendance registers, meeting reports, presentation materials, and feedback summaries
Assumptions	Engagement activities are conducted according to the approved annual engagement plan, and participation is documented.
Means of verification	Attendance registers, session reports
Method of calculation	Simple count
Calculation type	(Only select <b>one</b> ) Cumulative: <input checked="" type="checkbox"/> <b>Year-end</b> <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	(Only select <b>one</b> ) <input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> <b>Bi-annually</b> <input type="checkbox"/> Annually
Desired performance	(Only select <b>one</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>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 children: 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>

## 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>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>Assumptions</b>	<ul style="list-style-type: none"> <li>All applications are considered complete (All required supporting documentation are submitted) Have sufficient resources to process applications within 30 days</li> </ul>
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

## PART D: Technical Indicator Descriptions (TID)

<b>Indicator number</b>	<b>2.2</b>
<b>Indicator title</b>	<b>Percentage of renewal applications received processed on or before the date of expiry of the licence</b>
<b>Short definition</b>	Applications investigated and submitted for approval/denial with a motivated recommendation within the required timeframe of 90 days.
<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> <p>Actual data table used (if system/excel): Log of licence applications, Genesis.</p>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>All applications are considered complete (All required supporting documentation are submitted)</li> <li>Have sufficient resources to process applications within the 90-day renewal period.</li> </ul>
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>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>Source of data</b>	Board meeting pack and resolutions
<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</b>	Manually generated reports

<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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

### 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>Source of data</b>	Source of data: Assessment Reports  Actual data table used (if system/excel): Departmental Audit Planner.
<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> <li>• Resources are available to conduct activity</li> </ul>
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>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>Source of data</b>	Source of data: Illegal Gambling Register  Actual data table used (if system/excel): Allegations of Illegal Gambling Register.
<b>Assumptions</b>	N/A
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>

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

<b>Indicator number</b>	<b>4.1</b>
<b>Indicator title</b>	<b>Percentage of effective Information and Communication Technology (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>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>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</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> </ul> </li> <li>• Average percentage for the three systems combined</li> </ul>
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>Indicator number</b>	<b>4.2</b>
<b>Indicator title</b>	<b>Number of Information and Communication Technology (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>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>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> <li>• Have Adequately and advanced skilled ICT human resource</li> </ul>
<b>Means of verification</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>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>
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<b>Indicator number</b>	<b>4.3</b>
<b>Indicator title</b>	<b>Average percentage Information and Communication Technology (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>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>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</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 server's availability or uptime over three (3) months (per Quarter): $\text{Average} = \frac{\text{Sum of Server \% availability or uptime}}{\text{number of servers measured}}$
<b>Calculation type</b>	(Only select <b>one</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>	(Only select <b>one</b> ) <input checked="" type="checkbox"/> <b>Quarterly</b> <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
<b>Desired performance</b>	(Only select <b>one</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>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 children: 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>





To obtain additional copies of this document, please contact:

**Western Cape Gambling and Racing Board**

24 Fairway Close

Parow

Cape Town

7500

Tel: 021 480 7400

Email: [ceo@wcgrb.co.za](mailto:ceo@wcgrb.co.za)

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