

Western Cape Gambling and Racing Board



Strategic Plan
2025-2030

WESTERN CAPE
GAMBLING AND RACING BOARD

STRATEGIC PLAN
2025 – 2030

Executive Authority Statement

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

Economic growth and job creation remain at the heart of our mission. The regulated gambling industry contributes to the province's economy, generating revenue that supports essential public services and infrastructure development. By maintaining a robust, well-regulated sector, we enhance investor confidence, attract responsible industry participants, and create employment opportunities for the people of the Western Cape.

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

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

As we navigate the next five years, this Strategic Plan commits to fairness, trust, and innovation in our policy and legislative development, and to do so in a socially responsible manner. By strengthening our regulatory frameworks, leveraging technology, and pursuing economic growth and job creation, the WCGRB will continue to play a pivotal role in shaping a responsible, sustainable, and innovative gambling industry.



ADV. DEIDRÉ BAARTMAN
MINISTER FOR FINANCE
WESTERN CAPE

Accounting Authority Statement

It gives me great pleasure to present, on behalf of the Board, the Strategic Plan (SP) of the Western Cape Gambling and Racing Board ("WCGRB" / "Board") for the period 2025/26-2029/30. This Board's SP is rooted in the principles and targets of the development trajectory as set out in South Africa's National Development Plan. The SP of the Board is informed by the Provincial Strategic Plan (PSP) 2025 – 2030.

The Provincial Strategic Plan 2025 – 30 Unified Change Strategy outlines the following Integration Areas:

- **Households and Human Development:** Households thrive in environments that promote safety, health, lifelong development, and self-sufficiency
- **Cohesive Communities:** Communities are safe, caring and resilient
- **Youth Agency and Preparedness:** Young people have the agency required for participation in society, economic opportunities, and lifelong learning
- **Economic and Growth Opportunities:** A growing provincial economy increases opportunities for people and businesses.

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

The SP unpacks the activities essential for achieving the Board's goals. In doing so we reaffirm our commitment in the period under review to enforce effective regulation of the gambling industry.

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

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

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



MR CLAUDE BASSUDAY
ACCOUNTING AUTHORITY: CHAIRPERSON OF THE BOARD
WESTERN CAPE GAMBLING AND RACING BOARD

Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the members of the Board and the management of the Western Cape Gambling and Racing Board under the guidance of Minister Baartman;
- Takes into account all the relevant policies, legislation and other mandates for which the Western Cape Gambling and Racing is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which the Western Cape Gambling and Racing Board will endeavour to achieve over the period 2025 to 2030.



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

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

IYM	In-Year Monitoring
LPM	Limited Pay-out Machines
LRA	Labour Relations Act, 1995
MEC	Member of the Provincial Executive Council
Minister	Western Cape Minister of Finance
MOU	Memorandum of Understanding
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
NGA	National Gambling Act, 2004
NGB	National Gambling Board
NTR	National Treasury Regulations
OD	Organisational Development
OHASA	Occupational Health and Safety Act, 1993
Opex	Operational Expenditure
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act, 1999
PLA	Provincial Licensing Authority
POPIA	Protection of Personal Information Act, 2013
PSP	Provincial Strategic Plan
RFI	Request for Information
RFP	Request for Proposal
SARS	South African Revenue Service
SAPS	South African Police Services
SARGF	South African Responsible Gambling Foundation
SASSA	South African Social Security Agency
SCA	Supreme Court of Appeal
SC	Senior Counsel
SCM	Supply Chain Management
SCOF	Western Cape Provincial Parliament's Standing Committee on Finance
SCOPA	Western Cape Provincial Parliament's Standing Committee on Public Accounts
SOP	Standard Operating Procedures
SP	Strategic Plan
Act	Western Cape Gambling and Racing Act, 1996
TID	Technical Indicator Descriptions
TIPS	Trade and Industrial Policy Strategies
TR	Western Cape Provincial Treasury Regulations
Type A LPM Site	LPM Sites with up to 5 LPMs

Type B LPM Site	LPM Sites with 6 to 20 LPMs
Type C LPM Site	LPM Sites with 21 to 40 LPMs
Type D LPM Site	Independent LPM Site Operator
UAMP	User Asset Management Plan
UPS	Uninterrupted Power Supply
WC / Western Cape	The Province of the Western Cape
WCG	Western Cape Government
WCGRA	Western Cape Gambling and Racing Act, 1996
WCGRB	Western Cape Gambling and Racing Board
WCPT	Western Cape Provincial Treasury
WSP	Work Skills Plan

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PART A

OUR MANDATE

PART A: OUR MANDATE

1. Constitutional Mandate

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

2. Legislative And Policy Mandates

The right to carry on any gambling or racing or activities incidental thereto in any manner, whether directly or indirectly, within the Province vests exclusively in the Board. The Board is authorised to control all gambling, racing and activities incidental thereto in the Province subject to this Act and any policy determinations of the Executive Council relating to the size, nature and implementation of the industry. When carrying out this mandate the Board. In giving effect to its mandate, the Board must ensure public confidence and trust in the gambling activities being practised, which must be conducted in an honest, competitive manner and be free from corruptive elements.

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

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

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

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

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

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

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

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

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

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

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

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

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

This Act establishes a legal framework for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery. It provides for the establishment of national, provincial and municipal disaster management centres with a policy focus on the rehabilitation and functioning of these centres. It further provides for the alignment of the functions of the National Disaster Management Advisory Forum to accommodate the South African National Platform for Disaster Risk Reduction.

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

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

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

The FIC Act established the Financial Intelligence Centre and Money Laundering Advisory Council to combat money laundering and financing of terrorist and related activities. In terms of the amendment to the legislation, the Board, together with other Provincial Gambling Boards, is no longer a supervisory body, notwithstanding the fact that the licence holders of the Board are accountable institutions.

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

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

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

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

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

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

PART A: OUR MANDATE

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

This Act provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery, the protection of persons against health and safety hazards arising out of or in connection with the workplace, the regulation of the appointment and functions of health and safety representatives; an employee being informed of an occupational disease which he has contracted; the regulation of the prohibition on victimisation; and to provide for matters connected therewith.

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

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

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

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

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

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

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

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

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

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

Skills Development Act, 1998 (Act 97 of 1998)

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

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

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

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

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

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

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

3. Institutional Policies And Strategies Over The Five Year Planning Period

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

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

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

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

Overview Of The MTDP 2024-2029

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

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

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

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

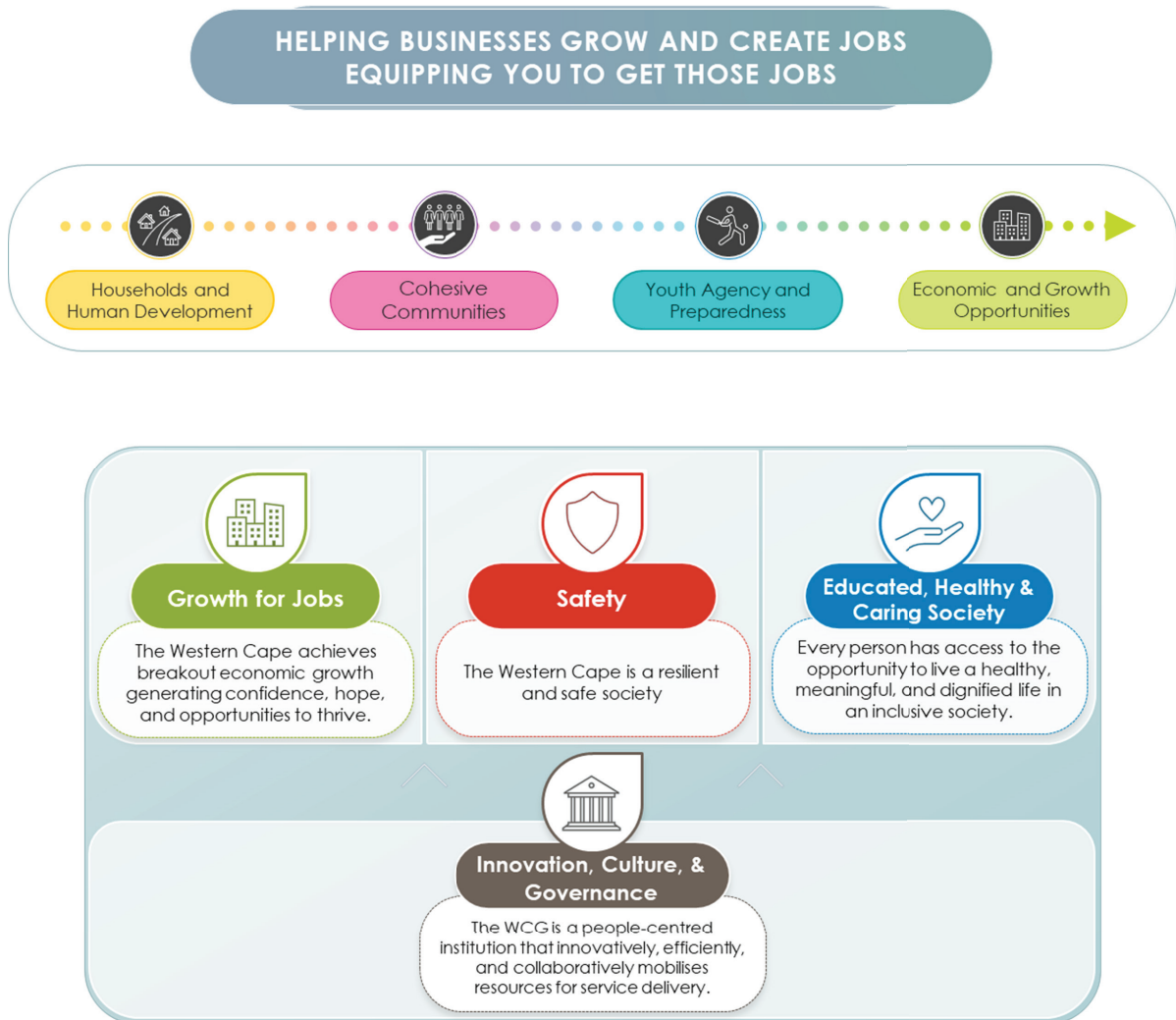
- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction & Social Interventions:** WCG's social development programs, 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.

PART A: OUR MANDATE

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.

Overview of Provincial Strategic Plan 2025-2030

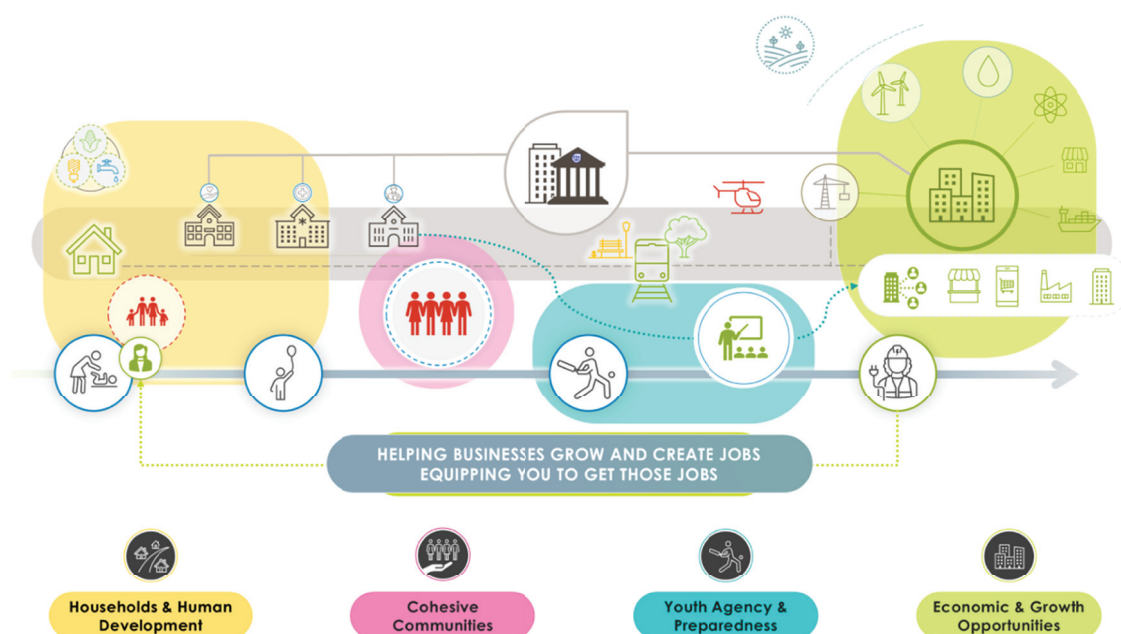


Provincial Portfolios

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

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

Integrated Impact Areas



PART A: OUR MANDATE

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

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

These integrated impact areas are:

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

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

WCGRB's Alignment with PSP Focus Areas

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

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

 Safety Effective and Responsive Law Enforcement	 Growth for Jobs Technology and Innovation Infrastructure and the Connected Economy	 Innovation, Culture, & Governance Innovation Integration and Collaboration Culture and People-Centered Deliver Ease of Doing Government
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Through the above focus areas, the WCGRB, as an entity of the Provincial Treasury, contributes to the integrated impact of Cohesive Communities and Economic and Growth Opportunities.

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

The Western Cape Gambling and Racing Board serves as the Provincial Licensing Authority for gambling and betting in the Western Cape and, as such, is not a service delivery public entity. Consequently, the Board's activities and outcomes cannot always be directly linked to certain budget policy priorities.

The gambling landscape in the Western Cape presents both opportunities and challenges that require a nuanced and data-driven approach to regulation and responsible gambling practices. With the increasing availability and popularity of both legal and illegal gambling activities, it is essential to continuously assess the effectiveness of existing policies, measure the impact of gambling on individuals and communities, and identify emerging trends. Comprehensive research plays a pivotal role in this process by providing evidence-based insights that guide the development of effective policies, regulatory measures, and responsible gambling initiatives.

The WCGRB resolved to commission research into the prevalence of gambling in the province, the incidence of problem gambling, and the play management systems of licence holders. A service provider has been appointed to carry out the research, which is expected to be completed by the end of April 2025.

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

The licensed gambling industry has been in existence for more than two decades, however in the Western Cape a number of legislated gambling modes has not been rolled out. These unexplored economic opportunities are ready for deeper exploration. The Board embarked on a public participation process to invite comments from interested parties on the desirability and feasibility of expanding the industry through the rollout of additional categories of licenses provided for in the Act. These include Type B, C and D LPM site licences, and a third Route Operator licence. The comments received in the public participation process were generally in favour of the rollout of additional gambling opportunities in the Province. The Board will further balance the competing interests and rights that comes into play where economic opportunities are created, and a stringent process shall be followed as and when the determination is made to licence further modes of gambling as envisaged in the Act. The Board has published a Request for Application for Type B LPMs and is in the process of finalising the Rules for implementation of this type of licence.

The Board received applications for approval to offer a Betting Exchange and for the implementation of Historical Horseracing Machines. These types of contingencies / licences are not authorised in terms of the current gambling legislation. Amendment to the Act and the Regulations made thereunder, have to be effected in order to make provision for the aforementioned contingencies / licences. The Act further requires amendments to provide for the calculation to taxes on a monthly basis, the inclusion of additional revenue streams, and implementation of responsible gambling measures, which includes providing the Board with the authority to create a list of self-excluded persons for the Province of the Western Cape.

4. Relevant Court Rulings

Akani Garden Route (Pty) Ltd V Pinnacle Point Casino (Pty) Ltd 2001 (4) SA 501 (SCA)

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

Casino Enterprises (Pty) Ltd V Gauteng Gambling Board And Others 2011 (6) SA 614 (SCA)

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

Vukani V Wcgrb And Others Case Number 21127/2008 Cape High Court

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

National Gambling Board V Premier Of Kzn And Others (Cct 32/01) 2001 ZACC, 2002 (2) SA 715

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

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

The Kwazulu-Natal Bookmakers' Society And 2 Others V Phumelela Gaming And Leisure Ltd And 16 Others Case Number 38728/2015

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

The Western Cape Gambling And Racing Board And Another V Sunwest International T/A Grandwest Casino & Entertainment World And Another (Eastern Cape Gambling Board As Amicus Curiae) (Case No 1330/2021) [2023] ZASCA 118 (04 September 2023)

Two licence holders applied for a declaratory order in the Western Cape High Court, for an order declaring that Freeplay credits do not constitute a "drop" for the purpose of the computation of adjusted gross revenue and does not form part of the taxable revenue per Section 64 of the Act read with Schedule III.

The Court granted the aforementioned order and held that Freeplay credits do not form part of taxable revenue in terms of section 64 of the Act read with Schedule III. The Board resolved to appeal the judgement, after having obtained legal advice on the prospects of success on appeal. The Minister and the Board were granted leave to appeal to the SCA. The SCA held that there is no distinction in the language (nor ambiguity) used in the definition of the "drop" between own resource credits and Freeplay credits deducted from a player's account. The "drop" is "the amount deducted from players' slot account as a

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 applicants applied for leave to appeal to the Constitutional Court. Both the Board and the Minister of Finance filed Notices of Opposition and Founding Affidavits with the Constitutional Court. The matter was heard on 4 February 2025, and judgment has been reserved.

Garden Route Casino (Pty) Ltd, Tsogo Sun Caledon (Pty) Ltd And West Coast Leisure (Pty) Ltd V Premier Of The Western Cape Et Al, Case No. 24453/18

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

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

Goldrush Group Management (Pty) Ltd V The Chairperson Of The Western Cape Gambling And Racing Board And 4 Others (SCA), Case No: 660/2022

A role-player in the gambling industry applied for a review, coupled with an Interdict in the High Court, requesting the Court to direct that the Board refrains from implementing its decision to allocate the remaining 1000 LPMs to the existing Route Operators proportionately pending the outcome of the Review Application. Further, that the Board’s decision as aforementioned be reviewed and set aside. Judgement was electronically handed down on 20 April 2021. The review application was successful and granted in favour of the Applicants. On appeal, the SCA upheld the appeal and set aside the High Court order. The SCA confirmed that the Board’s decision was lawful and that the Board acted pursuant to a reservation of rights in terms of the Request for Proposal issued.

Tsogo Sun Caledon (Pty) Ltd And Others V Western Cape Gambling And Racing Board And Another (89/2021) [2022] ZASCA 102

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

PART B

OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

5. Vision

To be recognised as one of the leading gambling regulatory authorities for innovative, sustainable business practices and maximisation of economic opportunities in a socially responsible manner.

6. Mission

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.

7. Values

In the execution of their collective functions, the Board and its Office place the highest value on:

- **Integrity**
The quality of possessing and steadfastly adhering to a moral or ethical code and high professional standards.
- **Transparency and Accountability**
The principle that the Board will conduct its business in an accessible, clear and visible manner with its activities open to examination and answerable to stakeholders and the public at large.
- **Competency**
Having a competent and responsive regulatory authority.
- **Innovation**
Creating business efficiencies through practical innovative solutions and ideas.

8. Situational Analysis

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

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

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

Economy

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

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

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

Over the medium term, employment growth is expected to increase gradually, in line with GDP. South Africa's employment rate – the percentage of the working-age population that is employed – is about 40 per cent, far below the global average of 55–65 per cent. Compared with similar economies, South Africa has low levels of agricultural employment, self-employment and informal economic activity. Addressing this challenge requires stronger economic growth, and labour demand and absorption. Headline inflation declined to 2.9 per cent in the fourth quarter of 2024, resulting in average inflation of 4.4 per cent for the year. Consumer inflation is projected to average 4.5 per cent in 2025 and 4.6 per cent in 2026.

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

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

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

As per the National Gambling Board's Statistics for FY2023/24, 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. The Western Cape (at 30.7%) accounts for the largest share of taxes/levies generated across provinces, with Gauteng (23.8%) and Mpumalanga (17.8%) also generating sizable shares.

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

The Western Cape Gambling and Racing Board collected taxes and levies amounting to R1.5 billion for the financial year ending 31 March 2024.

Broad Based Black Economic Empowerment

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

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

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

PART B: OUR STRATEGIC FOCUS

Industry Developments

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

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

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

Licensing Of Further Modes Of Gambling

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

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

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

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. A service provider has been appointed to conduct the research, and the process is still ongoing.

Current Legislative Considerations

The National Gambling Amendment Act, 2008 (Act No. 10 of 2008) ("the NG Amendment Act"), was assented to on 10 July 2008. The purpose of the NG Amendment Act is to, inter alia, provide for the regulation of interactive gambling; provide for the registration of players and opening of player accounts; provide for the conditions applicable to interactive gambling licences; provide for the further protection of minors and other persons vulnerable to the negative effects of gambling. The Interactive Gambling Regulations was also published, for comment, during 2009, was tabled in Parliament and deliberated upon by the Portfolio Committee on Trade and Industry, however various concerns were raised. Neither the NG Amendment Act nor Interactive Gambling Regulations have been brought into operation. Hence interactive gambling is currently not regulated in South Africa.

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

Draft Amendment Bills providing for the relocation of casinos in the Western Cape is still under consideration by the WCPT. The Provincial Government is conducting a Policy review, which may culminate in the adoption of a new Policy regime to guide the licensing and further roll out of gambling modes in the Province.

The High Court declared certain sections of the Policy Determinations invalid and of no force and effect whilst others have expired by the effluxion of time. The judgment paved the way for Casino Operators to apply to the Board for relocation from their existing licensed premises to another location since the requirement that one casino be located in each of the five regions of the Province has fallen away. The Board received an application from a current Casino Operator licence holder to relocate its existing outer-lying casino to Somerset West in the Helderberg area of the Cape Metropole. The application was submitted in terms of Section 41(2) of the Act and was published in the Provincial Gazette on 14 July 2023 as part of the public participation process. The comments and/or objections received from the public will be considered by the Board as part of its consideration of the relocation application, which is currently in process.

Responsible Gambling

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

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

The Board is engaging licence holders on the proposed responsible gambling measures and legislative changes envisaged. The Board will ensure strict compliance to ensure a safer gambling environment.

The exclusion process, while the responsibility of the National Gambling Board, will be reviewed to assist persons who wish to be excluded. The effective implementation of a national exclusion programme has

PART B: OUR STRATEGIC FOCUS

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.

Litigation

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

A casino operator applied for a Declaratory Order confirming, amongst others, that Free Play credits do not constitute a “drop” for the purpose of the computation of adjusted gross revenue and does not form part of the taxable revenue per Section 64 of the Act, read with Schedule III, citing the Board and the Provincial Minister for Finance, Western Cape as Respondents. Furthermore, that the Court directs, should it make a determination that the Applicants indeed paid taxes that are not due in terms of the legal argument before Court, any overpayment of taxes to be refunded or set-off against the future tax liability of the Applicants. Judgement was delivered on 29 April 2020 in favour of the Applicant, where the Court held that Free Play does not constitute part of the “drop” for purposes of the computation of adjusted gross revenue, and do not form part of taxable revenue in terms of Section 64 of the Act read with Schedule III. The Board was ordered to set off the overpaid taxes against the Applicant’s future tax liabilities accruing in terms of Section 64 of the Act. The Board and the Minister was granted leave to appeal to the SCA, and judgement was granted in favour of the Board. The Applicants filed a Notice of Application for Leave to Appeal to the Constitutional Court. Both the Board and the Minister of Finance filed a Notice of Opposition and Founding Affidavits to the Constitutional Court. The matter was heard on 4 February 2025 and judgement has been reserved.

A role player in the gambling industry applied for a review, coupled with an Interdict in the High Court, requesting the Court to direct that the Board refrains from implementing its decision to allocate the remaining 1,000 LPMs to the existing two Route Operators, proportionately, pending the outcome of the Review Application. Furthermore, that the Board’s decision as aforementioned be reviewed and set aside. Judgement was electronically handed down on 20 April 2021. The review application was successful and granted in favour of the Applicants. On appeal, a Full Bench of the High Court ruled that the initial review judgement is suspended, pending the outcome of the Appeals to the SCA. The Appeal was heard at the SCA on 15 August 2023 and judgement was handed down on 10 November 2023, in favour of the Board. The Appeal was upheld with costs.

Human Resources

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

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

becomes available.

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

During FY2023, two (2) senior managers have resigned and both SCM Officials have rendered their resignation. The resignations can be attributed to remuneration packages offered elsewhere, particularly by other gambling boards or local government institutions. The contract period of the Chief Executive Officer is coming to an end on 31 March 2025. This results in further vulnerabilities in the Board as personnel with institutional knowledge are exiting the organisation.

Technological Advancements

Technological innovations and advancements are considered as main drivers for social, economic, and cultural changes. ICT innovations have driven rapid changes and challenged organisations, including the WCGRB, in how we approach standard business practices.

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

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

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

The WCGRB Security Policies and Oath of Secrecy, the Code of Conduct and Section 17 and 19A of the WCGRA, have been communicated to all the WCGRB employees to ensure information and data are protected.

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

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

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

Advancements in technology have continued to generate new and innovative methods for gambling, with online betting on sports becoming a 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 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

PART B: OUR STRATEGIC FOCUS

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.

Stakeholders

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

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.

Service Delivery Environment

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

License Activity	31 March 2024	31 March 2023
Licensed casinos	5	5
Licensed limited pay-out machine operators	2	2
Licensed bookmakers	64	58
Licensed totalisator	1	1
Licensed premises	702 (488 LPM 171 Bookmaker 45 Totalisator)	702 (488 LPM, 160 Bookmaker, 54 Totalisator)
Licensed gambling devices	6 834	6 798
Employee licences*	6 480	6 265

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 at 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 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.

PART C

MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

Programme
1. Board and Administration This programme consists of the following: • The Board (non-executive members) • Office of the CEO • Legal Services • Human Resources • Administration and Finance
2. Licensing
3. Regulatory Compliance
4. Information and Communication Technology

9. Institutional Performance Information

9.1 Measuring the impact

Impact Statement	A well-regulated gambling industry that positively contributes to the socio-economic development of the Western Cape.
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9.2 Measuring Outcomes

Medium Term Development Plan Priority			
Outcome	Outcome Indicators	Baseline	Five year target
To foster a responsive, fair and sustainable gambling environment that promotes good governance, punter protection and socio-economic development, while mitigating gambling-related harm.	Number of unqualified audit reports without material findings, coupled with the demonstrated contribution to regulatory compliance, organisational transparency, responsible resource management and enhanced public trust.	5	5
	Number of gambling-related social responsibility programs or initiatives (e.g., responsible gambling campaigns, community support projects) that demonstrate measurable impact on public awareness or behaviour change.	New Outcome Indicator	20
	Number of comprehensive research studies conducted into the gambling landscape in the Western Cape, focusing on responsible gambling practices and illegal gambling activities, with actionable insights leading to policy changes, improved regulatory measures or enhanced responsible gambling programmes.	New Outcome Indicator	1

Medium Term Development Plan Priority			
Outcome	Outcome Indicators	Baseline	Five year target
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.	Percentage of licences probed and considered based on rigorous fit and proper criteria, demonstrating long-term commitment to regulatory compliance, ethical business practices, and contributing to a sustainable and corruption-free gambling environment.	New Outcome Indicator	100%
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.	Number of audits and inspections conducted on gambling establishments, leading to measurable improvements in regulatory compliance and safety standards, contributing to a sustainable, ethical gambling environment.	1 245	4 800
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.	Percentage of ICT systems improvements and optimisations implemented that directly contribute to enhancing the efficiency, security and scalability of the WCGRB information technology environment, with measurable impact on regulatory effectiveness, stakeholder satisfaction, and operational cost reduction over the strategic period.	98%	98%
	Number of talent capacity ICT competency achievements through education, innovation, adaptation, knowledge and skill transfers or empowerments.	320	340
	Average percentage ICT systems availability and uptime maintained.	97%	99%

9.3 Planned Performance Over The Five-Year Planning Period

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

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

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

PART C: MEASURING OUR PERFORMANCE

The Provincial Strategic Plan 2025 – 2030 Unified Change Strategy outlines the following Integration Areas:

- **Households and Human Development:** Households thrive in environments that promote safety, health, lifelong development, and self-sufficiency
- **Cohesive Communities:** Communities are safe, caring and resilient
- **Youth Agency and Preparedness:** Young people have the agency required for participation in society, economic opportunities, and lifelong learning
- **Economic and Growth Opportunities:** A growing provincial economy increases opportunities for people and businesses.

The Board is the accounting authority of the Western Cape Gambling and Racing Board and performs its functions and duties in terms of the Western Cape Gambling and Racing Act, 1996 (Act 4 of 1996).

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

Over the past five (5) years, the Western Cape Gambling and Racing Board collected taxes and levies of approximately R4.366 billion on behalf of the Western Cape Government.

The gambling industry in the Western Cape has made a significant contribution to government revenues (through taxes and levies), gross domestic product, investment, and employment. The taxes and levies collected also support the creation of jobs, economic empowerment of historically disadvantaged groups, and the attraction of tourism, all of which led to increased revenue for the Province.

More significantly, one of the economic benefits of gambling is the enhancement of public services as taxes/levies collected are used, amongst others, for education, roads, health, infrastructure and development in communities.

As part of their licence conditions, the licence holders licensed by the Board are required to expend a percentage of turnover toward Corporate Social Investment for the benefit of the communities in which they operate. Some of the CSI focus areas the licence holders focus on are as follow:

- Education: supporting early childhood development, improving mathematics, science and language skills, teacher and learner development and supporting schools for learners with special needs
- Health: strengthening primary healthcare and working towards the prevention of HIV/AIDS
- Sustainable Community Development: providing welfare support, working towards sustainable livelihoods through skills training and job creation and supporting capacity building for enterprise development.

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

It is further recognised that public confidence, trust, health, safety, general welfare and good order of the inhabitants of the Province is dependent upon the strict regulation of all persons, premises, practices, associations and activities relating to gambling. It is also recognised that opportunities for gambling entail particular risks and dangers to the inhabitants of the Province, which justify the imposition of appropriate restrictions, regulations and controls. Regulating the gambling industry is therefore not only confined to the operators/licensees in the Western Cape. The purpose of regulating the gambling industry is to protect the members of the public who participate in gambling activities but also, and importantly, to protect society and the economy against the over-stimulation of the latent demand of gambling.

It is therefore a function of the Western Cape Government to ensure that the inhabitants of the Province are protected from the social ills of gambling. This is achieved by controlling and regulating gambling within the Province of the Western Cape. For this reason, the activities of the Board are directly linked to the strategic key priority of the Western Cape Government of Innovation across government and culture change in the Western Cape especially where it concerns a corruption-free Western Cape.

Flowing from above, the Board's vision over the five-year planning period is to be recognised as one 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 the 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.

10. Key Risks and Mitigations

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.	Board rendered ineffective due to: • Outdated and ambiguous legislation and policies • Delays in legislative reform process	• Reviewing the Act when necessary and make submissions to PT and Minister recommending amendments to the Act as and when warranted. • Engagement with licence holders to clarify legislation interpretation. • Legal advice/opinions when necessary.
	Ineffective and inefficient utilisation of the Boards structures and resources due to: • Skills gap • Inadequate/Misaligned Organisational design • Resource constraints • Undue influence by stakeholders • Low staff morale and resistance to change	• WSP, training, conferences, national fora • Organisational structure review • Proper planning and budgetary • Declaration of interest process • Meetings with MEC, GLC meetings etc. • Change management interventions • Regular staff engagements
	Incorrect decisions brought about by the Board as a result of inadequate and/or inaccurate information.	• Four tier review process • Continuous development of staff • Sophisticated verification systems and processes. • Interrogation and review of information by various Sub-Committees of the Board. • Stakeholders' meetings and interviews where necessary. • Bi-weekly Exco deliberations. • Attendance of national and international regulatory conferences and Forums.
	Incorrect decisions brought about by the Board as a result of inadequate and/or inaccurate information.	• Chair meeting with MEC • Awareness programmes and public engagements.

PART C: MEASURING OUR PERFORMANCE

Outcome	Key Risks	Risk Mitigation
Persons conducting business in the gambling industry are suitable.	Unsuitable persons are recommended for licensing due to: • Skills gap in terms of investigation techniques • Insufficient resources • Undue influence by stakeholders	• Declaration of interest process • Work Skills Plan identifies training needs for staff • Use of internal and external sources (Building relationships with SARS SAPS) • Standard operating procedures • Rotation policy • Secondment process • 4 tier approval process • Sub-Committees deliberations
Gambling and betting activities at licensed establishments audited for compliance with legislative provisions and regulatory requirements	Licence holders not conducting gambling and betting activities in accordance with legislative provisions and regulatory requirements, due to: • Skills gap in audit techniques and approach • Undue influence by licence holders • Inadequate resources	• Attendance at industry specific conferences, workshops and training forums, both nationally and internationally • Staff rotation within the divisions in the department • Staff declarations of interest • Department SOP • Regular meetings with Chiefs after audits • 3 tier approval process
	Proliferation of illegal gambling operations impacting on the provincial economy	• Regular engagement with enforcement agencies • Attendance at Enforcement Forum meetings • Training provided to Enforcement officials where required • Network of Confidential Informers • Annual Enforcement Workshop
Innovative, functional, reliable and secure ICT solutions and systems provided.	ICT systems and solutions are not functional, reliable, innovative and secure due to: • Resource constraints, data breaches, malware, power failures or network outages.	• Proper planning, budget, capacity (number of staff) and skilled resources, • Security controls-implemented • Implemented policies and procedures, • Ongoing monitoring, administration and managing of the ICT environment, • Implemented ICT DRP and UPS, • Continuous attending training, seminars, meetings for talent development, • Keeping abreast of the latest developments in ICT and • Reporting to oversight Committees on ICT developments.

PART D

**TECHNICAL INDICATOR DESCRIPTIONS
(TID)**

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

11. Programme 1: Board and Administration (TID)

Indicator number	1.1					
Indicator title	Number of unqualified audit reports without material findings, coupled with the demonstrated contribution to regulatory compliance, organisational transparency, responsible resource management and enhanced public trust.					
Short definition	Issuance of an unqualified audit report with no material findings by the Auditor-General (SA) on the audit conducted at the Western Cape Gambling and Racing Board.					
Purpose	Assurance of effective and efficient financial administration.					
Strategic link	Enabler: Ease of Doing Government		Portfolio: Innovation, Culture and Governance			
Source of data	Audit report issued by Auditor-General based on records sourced from the Board's financial and non-financial systems.					
Method of calculation	Simple count					
Data limitations	Inaccurate planning?					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end: X		Cumulative Year-to-date:	Non-cumulative:		
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:		
Desired performance	Higher than target:	On target: X		Lower than target:		
Indicator responsibility	Chief Financial Officer					
Spatial transformation (where applicable)	N/A					
Disaggregation of beneficiaries (where applicable)	Target for women:		N/A			
	Target for youth:		N/A			
	Target for people with disabilities:		N/A			
Assumptions	- Adequate and skilled resources in the Adfin department - Policies and procedures are up to date with Treasury Instructions and GRAP standards - Systems adequately support financial reporting.					
Means of verification	Audit report issued by Auditor-General (SA) as well as audit findings as per management report.					

Indicator number	1.2					
Indicator title	Number of gambling-related social responsibility programmes or initiatives (e.g., responsible gambling campaigns, community support projects) that demonstrate measurable impact on public awareness or behaviour change.					
Short definition	Educating the public about responsible gambling and the social harms of gambling.					
Purpose	Improvements in public awareness and behaviour change.					
Strategic link	Focus Area: Increase the Wellbeing and Agency of Adults and Older Persons		Portfolio: Wellbeing & Dignity			
Source of data	Reports on gambling-related social responsibility programmes such as attendance reports, programme monitoring and evaluation reports, impact assessment reports, etc.					
Method of calculation	Simple count					
Data limitations	- Ethical and Privacy Considerations when feedback is required. - The willingness of campaign participants to provide feedback					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end: X	Cumulative Year-to-date:		Non-cumulative:		
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:		
Desired performance	Higher than target:	On target: X		Lower than target:		
Indicator responsibility	Chief Executive Officer					
Spatial transformation (where applicable)	Awareness campaigns will be conducted across all regions of the Western Cape.					
Disaggregation of beneficiaries (where applicable)	Target for women:		N/A			
	Target for youth:		N/A			
	Target for people with disabilities:		N/A			

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Assumptions	• Availability of adequate funding and resources. • The necessary support from relevant governmental or regulatory bodies is available to ensure alignment with public policy and to secure required permissions or partnerships • Public willingness to engage with awareness campaigns.
Means of verification	• Media coverage reports, for example, radio • Social media analytics • Attendance at events • Participant feedback • Focus groups or interviews

Indicator number	1.3					
Indicator title	Number of comprehensive research studies conducted into the gambling landscape in the Western Cape, focusing on responsible gambling practices and illegal gambling activities, with actionable insights leading to policy changes, improved regulatory measures or enhanced responsible gambling programmes.					
Short definition	An in-depth research study on the gambling landscape in the Western Cape, focusing on responsible gambling and illegal gambling activities.					
Purpose	Actionable insights leading to policy changes, improved regulations or enhanced responsible gambling programmes.					
Strategic link	Enabler: Futures Thinking and Evidence-Informed Decision-Making		Portfolio: Innovation, Culture, and Governance			
Source of data	Research report issued by appointed service provider.					
Method of calculation	Simple count					
Data limitations	• Access to reliable and up-to-date information • Rapid changes in the gambling landscape • Limited stakeholder engagement • Privacy and ethical concerns					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end: X		Cumulative Year-to-date:	Non-cumulative:		
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:		

Desired performance	Higher than target:	On target: X	Lower than target:		
Indicator responsibility	Chief Executive Officer				
Spatial transformation (where applicable)	The research will include all regions of the Western Cape.				
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A			
	Target for youth:	N/A			
	Target for people with disabilities:	N/A			
Assumptions	- Adequate and skilled resources in the Adfin department - Policies and procedures are up to date with Treasury Instructions and GRAP standards - Systems adequately support financial reporting.				
Means of verification	- Interim reports or progress updates - Survey questionnaires or interview guides - Stakeholder feedback - Final research report				

12. Programme 2: Licensing (TID)

Indicator number	2.1					
Indicator title	Percentage of licences probed and considered based on rigorous fit and proper criteria, demonstrating long-term commitment to regulatory compliance, ethical business practices, and contributing to a sustainable and corruption-free gambling environment.					
Short definition	Gambling licences are considered and approved based on strict fit and proper criteria.					
Purpose	To ensure long-term compliance, ethical practices and a sustainable, corruption-free gambling environment.					
Strategic link	Enabler: Futures Thinking and Evidence-Informed Decision-Making		Portfolio: Innovation, Culture, and Governance			
Source of data	Probity reports, submissions to the Board or CEO.					
Method of calculation	Number of licences considered based on fit and proper criteria divided by Total Number of Licenced Probed multiply 100.					
Data limitations	- Lack of comprehensive records - Lack of detailed feedback on rejected applications					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven: X			
			No, not demand driven:			
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:		

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

13. Programme 3: Regulatory Compliance (TID)

Indicator number	3.1					
Indicator title	Number of audits and inspections conducted on gambling establishments, leading to measurable improvements in regulatory compliance and safety standards, contributing to a sustainable, ethical gambling environment.					
Short definition	Number of compliance audits conducted on gambling establishments.					
Purpose	Improvements in regulatory compliance and safety standards, supporting a sustainable and ethical gambling environment.					
Strategic link	Enabler: Ease of Doing Government		Portfolio: Innovation, Culture and Governance			
Source of data	- Audit programme - Relevant documentation/information provided by licence holders					
Method of calculation	Simple count of the number of on-site audits carried out and the subsequent report produced from such audit.					
Data limitations	Uncertainty regarding the number of licensed premises that will open and close during the year.					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end: X		Cumulative Year-to-date:	Non-cumulative:		
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:		

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

Indicator number	4.1				
Indicator title	Percentage of ICT systems improvements and optimisations implemented that directly contribute to enhancing the efficiency, security and scalability of the WCGRB information technology environment, with measurable impact on regulatory effectiveness, stakeholder satisfaction, and operational cost reduction over the strategic period.				
Short definition	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.				
Purpose	To measure the effective and efficient reliability in maintaining the ICT environment (infrastructure, systems, software and applications), through automated or manual events, which strengthen the digital support, enable safe and secure ICT resource utilization and digital consumption by the WCGRB service delivery departments and the gambling industry. It also contributes to the improvement of ICT service delivery to the Office of the Board and gambling Industry. as well as mitigating security and governance risks				
Strategic link	Enabler: Innovation	Portfolio: Innovation, Culture and Governance			
Source of data	Audit logs, the service desk database, maintenance downtime records and procurement information. Monthly availability reports generated by the operations monitoring system.				
Method of calculation	- Simple extraction, calculation and counting of management information (update/deploy/install) events from system generated reports - Total number of management (update/deploy/install) events divided by total number of automated instances/request received multiplied by 100				
Data limitations	None				

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: X		
Reporting cycle	Quarterly: X	Bi-annually:	Annually:	Biennially:		
Desired performance	Higher than target: X		On target:	Lower than target:		
Indicator responsibility	Head of Department: Information Technology					
Spatial transformation (where applicable)	N/A					
Disaggregation of beneficiaries (where applicable)	Target for women:		N/A			
	Target for youth:		N/A			
	Target for people with disabilities:		N/A			
Assumptions	• All production systems are online for scheduled maintenance • On time release and deployment of patches, pattern files and hot fixes. • Have sufficient resources (technology, Financial and Talent) to process and support ICT environment • Enterprise management systems and infrastructure are available, and deployed devices are connected to network infrastructure. • Outdated software and hardware compromising data security and accuracy are updated or replaced timeously					
Means of verification	Through verification reports and calculated as a percentage of automated and manual instances/requests received, which consist of: • Patch Management reports • Anti-virus reports • Firewall reports • Service Desk reports The reports may include: • Hardware and Software patch/hotfix Deployments • Software Installs/Changes • Software Updates & Licenses Updates • Operating System Updates/Deployments • Anti-Virus and Host Intrusion Prevention System deployments • Firewall updates and intrusion prevention • Infrastructure Changes					

Indicator number	4.2					
Indicator title	Number of talent capacity ICT competency achievements through education, innovation, adaptation, knowledge and skill transfers or empowerments.					
Short definition	This indicator refers to attaining the strategic objective outcome indicator 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.					
Purpose	This indicator measures the number of ICT development, training and skilling opportunities for ICT staff members to improve their computer, systems and application knowledge. Contribute to the improvement of ICT services, which enable, strengthen and support WCGRB departments service delivery commitments, as well as mitigating security and governance risks.					
Strategic link	Enabler: Innovation		Portfolio: Innovation, Culture, and Governance			
Source of data	Training register, calendar entries, confirmation emails, online registrations, SCM training requests, on the job training and skills transfers.					
Method of calculation	Simple count					
Data limitations	None					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery:			
			Indirect Service Delivery: X			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end: X	Cumulative Year-to-date:	Non-cumulative:			
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:		
Desired performance	Higher than target:	On target: X		Lower than target:		
Indicator responsibility	Head of Department: Information Technology					
Spatial transformation (where applicable)	N/A					
Disaggregation of beneficiaries (where applicable)	Target for women:	N/A				
	Target for youth:	N/A				
	Target for people with disabilities:	N/A				
Assumptions	• Have sufficient resources (technology, Financial and Talent) to process and support ICT environment • Appropriate educational and vendor training is available. • Have adequately and advanced skilled ICT human resources					
Means of verification	Individual attendance registers, online training sessions attended, meeting/ session confirmation, certifications, Certificates of attendance / completion, meeting invites or email communications, which will include the number of individual instances and is not limited to: • Providing User Training • Guides and manuals (create, review, update) • Technological forums • Consultation Meetings • IT Training and conferences • Seminars • On the job training or skills transfers					

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

Indicator number	4.3					
Indicator title	Average percentage ICT systems availability and uptime maintained					
Short definition	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					
Purpose	This indicator measures the reliability and availability of systems, networks and applications used in the WCGRB ICT environment, which strengthen, support and enable service delivery by departments. It contributes to improvement of ICT services provided to the Office of the Board and the Gambling Industry					
Strategic link	Enabler: Innovation		Portfolio: Innovation, Culture, and Governance			
Source of data	• All Production systems are configured to provide uptime information to the central monitoring system • Central Monitoring system record uptime information of all production systems in centralised database, • Reports generated automatically for monthly uptime by Central monitoring system. • Computer generated reports of production system uptime communicated to ICT					
Method of calculation	Cumulative average percentage calculation for ICT production servers availability or uptime over 12 months: Average = Sum of Server % availability or uptime / number of servers					
Data limitations	Availability and accuracy of information from WCGRB internal enterprise systems monitoring reports.					
Type of indicator	Input:	Activities:	Output:	Outcome: X		
	Service Delivery Indicator:		Direct Service Delivery: X			
			Indirect Service Delivery:			
	Demand Driven Indicator:		Yes, demand driven:			
			No, not demand driven: X			
Calculation type	Cumulative Year-end:		Cumulative Year-to-date:	Non-cumulative: X		
Reporting cycle	Quarterly: X		Bi-annually:	Annually: Biennially:		
Desired performance	Higher than target:		On target: X	Lower than target:		
Indicator responsibility	Head of Department: Information Technology					
Spatial transformation (where applicable)	N/A					
Disaggregation of beneficiaries (where applicable)	Target for women:		N/A			
	Target for youth:		N/A			
	Target for people with disabilities:		N/A			
Assumptions	• All critical production systems operate seamlessly (no hardware and software breakage) • No prolonged power disruption (more than 8 hours continuously) • No Vendor or supplier shortages of critical components for production systems • No failure of					

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