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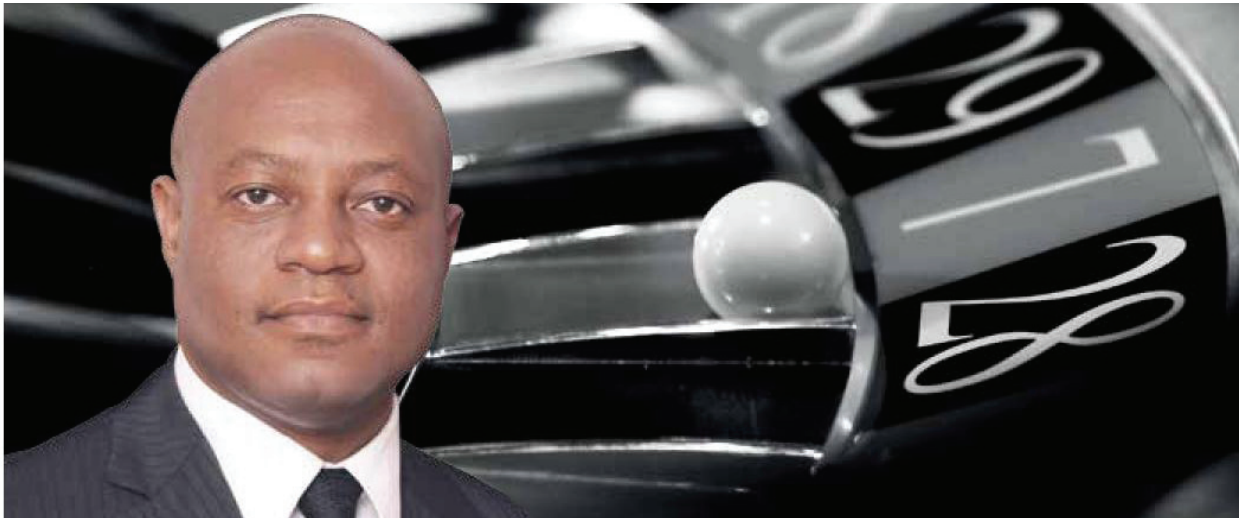
# ANNUAL PERFORMANCE PLAN 2017/18







## FOREWORD



We are submitting the Annual Performance Plan 2017/18, which is guided by the Strategic Plan. The Annual Performance Plan outlines the plan for the Board over the year. The Plan is informed by the mandate of the Board as well as the Medium-term Strategic Framework (MTSF). The Board aligned their strategic priorities to the ones determined by Member of the Executive Council for Economic Development, Environment and Tourism

The strategic priorities are as follows:

- Creating a well-regulated gambling environment and eradication of illegal gambling activities.
- Promoting responsible gambling.
- Improving integrated planning and organisational efficiency and effectiveness.
- Contributing to the economic development of the Province.

The vision of the Limpopo Gambling Board focuses on becoming the innovative and leading gambling regulator in Africa. The Annual Performance Plan is aligned to the medium term expenditure budget.

The Board is committed to meeting the objectives of this document and I therefore take this opportunity to endorse this Annual Performance Plan.

**Mr. S Charles Sekoati**

Member of the Executive Council for Economic, Development, Environment and Tourism



## OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Management of the Limpopo Gambling Board under the guidance of the Board;
- Was prepared in line with the current Strategic Plan of the Limpopo Gambling Board;
- Accurately reflects the strategic objectives and objectives which the Limpopo Gambling Board will endeavour to achieve, given the resources made available in the budget for the 2017/18 financial year.

**Ms. Yvonne Mathabatha**  
Chief Financial Officer  
and Official Responsible for Planning

**Mr. Serobi Maja**  
Chief Executive Officer

**Approved by**

**Mr. S Charles Sekoati**  
Member of the Executive Council for Economic,  
Development, Environment and Tourism



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## **LIST OF ABBREVIATIONS/ACRONYMS**

<b>AG</b>	Auditor General
<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CoE</b>	Compensation of Employees
<b>DPSA</b>	Department of Public Services and Administration
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>HR</b>	Human Resources
<b>ICT</b>	Information and Communication Technology
<b>IT</b>	Information Technology
<b>LEBU</b>	Law Enforcement Business Unit
<b>LEDET</b>	Limpopo Economic Development Environment and Tourism
<b>LPM</b>	Limited Payout Machines
<b>MEC</b>	Member of Executive Council
<b>MTEF</b>	Medium Term Expenditure Framework
<b>N/A</b>	Not Applicable
<b>NPA</b>	National Prosecuting Authority
<b>PFMA</b>	Public Finance Management Act
<b>RFA</b>	Request for Application
<b>S&amp;T</b>	Subsistence and Travelling Allowance
<b>SAPS</b>	South African Police Services
<b>SARS</b>	South African Revenue Services
<b>SCM</b>	Supply Chain Management
<b>SMME</b>	Small Medium and Micro Enterprises
<b>TR</b>	Treasury Regulations



# PART A

## STRATEGIC OVERVIEW







## **PART A: STRATEGIC OVERVIEW**

### **1. UPDATED SITUATIONAL ANALYSIS**

#### **OVERVIEW LIMPOPO GAMBLING ENVIRONMENT**

##### **VISION**

The Board envisages a credible, viable and regulated gambling industry in the Province, which provides exciting leisure opportunities that contribute to economic development.

##### **MISSION**

To regulate the gambling industry in a responsible and ethical manner for the benefit of the people of the Province by ensuring compliance with legislation, promoting responsible gambling, and facilitating sustainable local economic development.

##### **VALUES**

The Limpopo Gambling Board has identified the following values as the principles that will govern behaviour of all employees within the organisation:

<b>VALUES</b>	<b>DESCRIPTION</b>
<b>Integrity</b>	To operate in accordance with the highest moral and ethical standards.
<b>Responsibility</b>	To accept responsibility towards our most important resources, our employees and to maximise the development and utilisation thereof.
<b>Consultation</b>	To strive towards a healthy relationship through interactive communication and consultation with our stakeholders.
<b>Transparency</b>	To fulfil our obligations to our stakeholders with honesty, integrity and transparency.
<b>Diversity</b>	To accept and respect the uniqueness and difference of all people and to provide a safe, positive and nurturing environment for the exploration of these differences.
<b>Teamwork</b>	To value the complementary talents and perspectives of the board and personnel in achieving our objectives.



## 1.1. PERFORMANCE DELIVERY ENVIRONMENT

### LIMPOPO GAMBLING LICENSEES

The Board has, to date, licensed gambling establishments as follows:

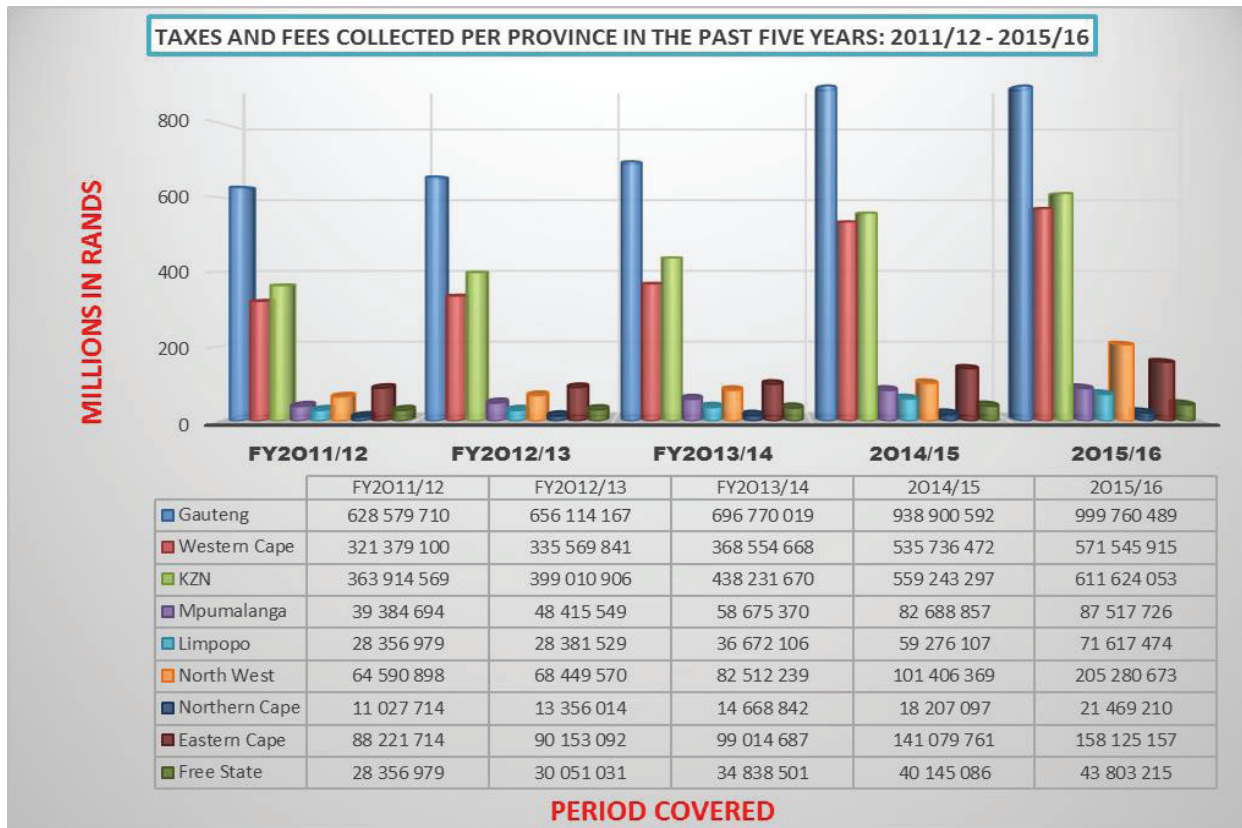
Licence Type	Number of Licences
Casino	3
LPM Route Operators	2
LPM Sites	219
Bookmaker Operators	8
Bookmaker Sites	93
Totalisators	1
Totalisator Sites	24
Bingo Operators	5
Bingo Sites	7

### REVENUE GENERATION

The LGB regulates gambling in the Limpopo Province on behalf of LEDET. Inclusive of the mandate is the collection of revenue from the Licensees in the form of gambling levies, fees and penalties on behalf of Provincial Treasury. After a benchmarking exercise, the fees and levy rates were reviewed in 2011 and 2014 for the different types of licences. This has resulted in a steady increase of Revenue collected from licences over the past five years. The increase in revenue collected was also due to an increase in operational Bookmaker Site licences from 08 to 51 licences between 2013 and 2017; further, Totalizator Sites increased from 19 in 2013 to 25 in 2017; Thaba Moshate Casino opened in April 2015 and the first four Type B LPM sites became operational during the 2016/17 financial year.

The levies and fees have grown substantially over the years from R 28 million in 2011/12 to R 71 million in 2015/16. The revenue generated is projected to further increase to R 102 million in the 2017/18 financial year. The revenue collected over the past five financial years is depicted in the table below in comparison to revenue generated by other Provincial Gambling Boards.





Source: National Gambling Board

## EMPLOYMENT

The LGB contributes to Socio-economic development in the Province mainly by ensuring that all the licensees adhere to commitments to contribute to employment, provision of adequate entertainment and tourism facilities as well as investing in Community Development Projects.

The Act requires that all employees involved in gambling and betting operations and non-executive directors of licenced entities need to be licensed by the Board to ensure that only persons of integrity are involved in gambling operations. The total employment created by the licensed entities in the Province are as follows:

	2011/12	2012/13	2013/14	2014/15	2015/16
<b>Casinos</b>	419	403	412	709	728
<b>Limited Payout Machines</b>	481	702	988	888	733
<b>Bookmakers</b>	208	139	453	772	1034



Employment has generally increased in the different sectors due to the increase in the number of licensees which became operational during the period under review. The negative fluctuations in the LPM Sector can also be attributed to closure in LPM Sites due to various reasons and the movement of lower level employees.

## INFRASTRUCTURE DEVELOPMENT

The different types of licensees contribute in their own way to infrastructure development in Limpopo Province. The casinos develop and maintain their own infrastructure, whereas LPM Route Operators, Bookmakers, Totalizators and Bingo Operators rent buildings for their operations. LPM Site licence operators are mainly owners of the premises they operate in.

There are three casino facilities in Limpopo:

	Meropa Casino	Khoroni Casino	Thaba Moshate Casino
<b>Total capital investment</b>	R 139 M	R 82 M	R 199 M

## COMPLIANCE

The Licensees have over the years been generally compliant, with an exception to the LPM Site operators who have generally not been compliant. This has resulted in some of the LPM Site licensees being penalised during the 2016/17 financial year. The penalties amounted to R 640, 000.00.

## RESEARCH ON GAMBLING AND BETTING IN THE LIMPOPO PROVINCE

A research on the prevalence of gambling is expected to be conducted during 2017/18, which is expected to provide guidance on further licensing of gambling entities, in terms of the areas where more licences can be issued and the type of licences to be issued.





## **BINGO APPLICATIONS**

Six (6) Bingo Site Licences are expected to be operational by the end of the 3<sup>rd</sup> Quarter of 2017/18, and they are expected to operate at least six hundred (600) Bingo Seats.

### **a) Highlights**

Bingo Site licensees are expected to start generating more revenue through Levies and fees to the Board, as well as creating more employment.

### **b) Challenges**

- Current Regulations are not in line with the Limpopo Gambling Act no. 3 of 2013.
- Shortage of Staff.

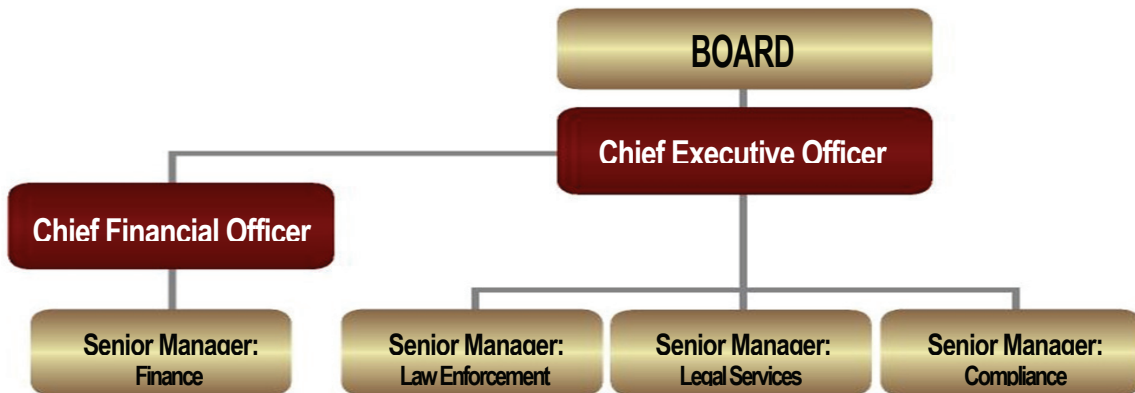
### **c) Illegal Online Gambling**

Law Enforcement Unit persists in the investigation of illegal online gambling activities within Limpopo Province in collaboration with SAPS, NPA, SARS, Department of Home Affairs, Labour, Traffic and the Casino Association of South Africa (CASA). During 2015 the Unit had successfully raided and closed down an illegal online gambling establishment site in Modimolle. The Unit further received a guilty verdict from Modimolle Regional court on the same matter, where R25 900.10 and 28 touch-screen computers were forfeited to the Board.



## 1.2. ORGANISATIONAL ENVIRONMENT

The structure is depicted in the diagram below:



Business Unit	Head count	Filled	Frozen	Vacant
CEO	5	5	0	0
Compliance	22	19	2	1
Law Enforcement	10	8	1	1
Finance	8	7	0	1
Human Resource	10	9	1	0
IT	2	2	0	0
SCM	5	5	0	0
<b>TOTALS</b>	<b>62</b>	<b>55</b>	<b>4</b>	<b>3</b>

### 1.2.1. Summary of the Organogram

- The Board has a total number of sixty two (62) approved positions. Fifty eight (58) are budgeted for, fifty five (55) are filled, three (3) are vacant and the other four (4) are frozen.
- The Board was advised to consult with LEDET and DPSA to assist with the review of the structure.
- The organogram is in the process of being reviewed and is still in progress.

### 1.2.2. Challenges

- The Board is experiencing serious staff shortages and requires more personnel to run its functions more efficiently and effectively, as this has a negative impact on service delivery due to the growing Gambling Industry.
- The Board reviewed its structure in 2016 and submitted inputs to the DPSA. The process could not be finalized as we cannot address the issue on staff shortages, since we are still awaiting DPSA to finalize and make recommendations.





## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

None.

## 3. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

### 3.1. EXPENDITURE ESTIMATES

- The approved budget for 2017/18 is R 67 million. The provision for leave of R 3 million is included to make it R 70 million.
- The provision for leave is a non-cash item, as per the Practice Note 2 of 2013, which prohibits the capitalisation of leave.
- The adjusted budget is more by R 3 million. This is because of depreciation and smoothing of the rental operational lease.

#### a) Budget for programmes for the Period 2017/2018 to 2019/2020

	Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Programme 1: Governance	5 164	7 422	8 126	9 662	270	9 932	13 327	14 113	14 932
Programme 2: Finance	6 200	7 627	7 970	8 997	0	8 997	9 723	10 260	10 855
Sub-Programme: HR	2 757	2 830	3 320	3 786	30	3 816	4 318	4 573	4 838
Sub-Programme: Supply Chain	20 914	16 467	16 557	15 568	64	15 632	17 241	18 258	19 317
Sub-Programme: IT	1 594	1 512	1 790	2 457	153	2 610	2 373	2 513	2 659
Programme 3: Compliance	9 986	10 362	11 181	17 245	-465	16 780	17 742	18 779	19 868
Programme 4: Law Enforcement	3 926	4 226	4 303	6 596	-52	6 544	6 084	6 443	6 823
<b>Total Budget Estimates for the Vote</b>	<b>50 541</b>	<b>50 446</b>	<b>53 247</b>	<b>64 311</b>	<b>0</b>	<b>64 311</b>	<b>70 808</b>	<b>74 939</b>	<b>79 292</b>



## b) Budget Economic Classification for the Period 2013/14 to 2019/20

	Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
Compensation of employees	23 832	25 986	29 378	36 819	-311	36 508	36 898	39 075	41 346
Goods and services	24 874	24 456	23 653	22 999	860	23 859	33 489	35 465	37 523
Payments of capital assets	1 835	4	216	4 493	-549	3 944	421	399	423
<b>Total Economic Classification</b>	<b>50 541</b>	<b>50 446</b>	<b>53 247</b>	<b>64 311</b>	<b>0</b>	<b>64 311</b>	<b>70 808</b>	<b>74 939</b>	<b>79 292</b>

### Compensation of employees

- The Board has increased its salary budget for 2017/18 by 7.2% for band A to D and 6.2% for band E to F.
- The reason for 0% nominal growth is caused by the salary reduction of the CEO from R 2.7 million to R1.9 million. The term of contract for the CEO come to an end and the new appointee will be paid based on middle level.
- The Senior Manager Finance post is vacant and the new incumbent will be paid R 946,753.00, which is R 347,472.00 less than the current scale of R1.2 million.

### Goods and services

- There is a nominal increase on this item due to an additional amount of R12, 6m allocated to:
  - ✓ Governance: R2.6 million for the improvement and refurbishment of schools in rural communities.
  - ✓ Supply Chain Management: R7 million for lease equalization and to cover the 10% escalation annual rate increase.
  - ✓ Compliance: R 2.5 million for Responsible gambling awareness strategy and the travel allowance will have a positive increase because the target is to reach all five districts twice a year.
  - ✓ Law Enforcement: R0.5 million. The funds will assist on their crime awareness campaign.

### Capital assets

- This item has negative nominal growth due to less buying of computer equipment and there won't be any purchase of vehicles, since they were bought in 2016/17 FY.





### 3.2. RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

The Board has a total budget of R67 million for the financial year 2017/18.

MTEF estimates will be used as follows:

<b>Programme 1: Governance</b>	Governance has been allocated the budget of R 13 million to ensure that the operations of the Board are conducted in compliance with all relevant legislation.  To develop, plan, monitor and report on the strategic plan of the Board.
<b>Programme 2: Finance</b>	Finance has been allocated the budget of R 9 million to provide financial and administrative support in accordance with legislation and policies.  The following sub-programmes were allocated budget as follows:  <ul style="list-style-type: none"> <li>• IT: R 2 million</li> <li>• HR: R 4 million</li> <li>• Supply Chain: R 17 million</li> </ul>
<b>Programme 3: Compliance</b>	Compliance has been allocated the budget of R 17 million To ensure a fairly regulated gambling industry.
<b>Programme 4: Law Enforcement</b>	Law Enforcement has been allocated a budget of R 6 million to ensure the eradication of all forms of illegal gambling in the province.



### 3.3. DEPARTMENTAL BUDGETED RECEIPTS

#### DETAILS OF LIMPOPO GAMBLING BOARD REVENUE

Economic classification	2013/14	2014/15	2015/16	2016/17			2017/18	2018/19	2019/20
	Audited outcome		Preliminary outcome	Main appropriation ,000	Adjusted appropriation ,000	Revised estimate ,000	Medium-term revenue estimate ,000		
<b>Tax revenue</b>	-	36 512	73 471	79 170	-	79 170	95 449	101 037	106 898
<b>Non-tax revenue</b>	53 941	57 740	56 582	69 042	-	69 042	79 953	77 699	80 057
<b>Sales of goods and services other than capital assets</b>	6 591	10 781	6 535	7 456	-	7 456	12 115	5 869	4 061
Other sales	6 591	10 781	6 535	7 456	-	7 456	12 115	5 869	4 061
Horse Racing Application Fees	2	114	20	12	-	12	-	-	24
LPM Application Fees	1 010	44	160	-	-	-	-	-	270
LPM Licence Fees	319	264	275	280	-	280	4 289	2 405	336
Annual Licence Fees	2 720	3 143	3 300	3 551	-	3 551	-	-	-
Manufacturer Licences	3	1	20	4	-	4	-	8	1
Manufacturers Application	-	120	23	25	-	25	105	116	15
Investigation Fees	527	1 016	477	480	-	480	26	363	529
Horse Racing Licences Fees	187	104	125	128	-	128	770	400	183
Employee Registration Fees	1 197	4 038	801	803	-	803	5 494	1 103	1 272
Casino Licences Fees	-	1 171	1 250	1 270	-	1 270	1 431	1 474	1 431
Certificate Of Suitability	-	-	-	-	-	-	-	-	-
Sundry Income	626	766	84	903	-	903	-	-	-
<b>Entity revenue other than sales</b>	<b>779</b>	<b>284</b>	<b>1 488</b>	<b>313</b>	<b>-</b>	<b>313</b>	<b>336</b>	<b>345</b>	<b>365</b>
Interest, dividends and rent on land	779	284	1 488	313	-	313	336	345	365
Interest	779	284	1 488	313	-	313	336	345	365
<b>Transfers received</b>	<b>46 571</b>	<b>46 675</b>	<b>48 559</b>	<b>61 273</b>	<b>-</b>	<b>61 273</b>	<b>67 502</b>	<b>71 485</b>	<b>75 631</b>
Departmental transfers	46 571	46 675	48 559	61 273	-	61 273	67 502	71 485	75 631
<b>Sales of capital assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total departmental own source revenue</b>	<b>53 941</b>	<b>94 252</b>	<b>130 053</b>	<b>148 212</b>	<b>-</b>	<b>148 212</b>	<b>175 402</b>	<b>178 736</b>	<b>186 955</b>





- The grant received for 2017/18 amounts to R 67 million. Included in the amount, is earmarked funds of R 12.6 million, of which R 2.6 million is for CSI and R10 million for building rental, Compliance Business Unit and Law Enforcement Business Unit.
- The Board will surrender levies on a monthly basis.
- The LPM licence fees have increased to R4 million. In 2018/19, however, the licence fees will reduce to R2 million, because we would have reached the limit of 1500 machines, as determined by National Gambling Board.
- We are no longer going to issue Certificates of Suitability for manufacturer's licences in 2017/18, but we will still issue eight (08) in 2018/19 and one (01) in 2019/20.
- Employee Registration fees has increased from R803 000.00 to R5 million in 2017/18, as a result of additional LPMs being licenced. These fees will reduce again in 2018/19, as we would have reached the limit of 1500 machines.



# PART B

## PROGRAMME AND SUB-PROGRAMME PLANS





## PART B: PROGRAMME AND SUB-PROGRAMME PLANS

### 4. PROGRAMMES AND SUB-PROGRAMMES

Programme	Sub-Programme
<b>1. Governance</b>	1.1 Office of the CEO
	1.2 Legal
	1.3 Board
<b>2. Finance</b>	2.1 Office of the CFO
	2.2 Finance
	2.3 Supply Chain
	2.4 IT
	2.5 Human Resources
<b>3. Compliance</b>	3.1 Investigations and licensing
	3.2 Gambling Control
	3.3 Compliance Audit
<b>4. Law Enforcement</b>	4.1 Law Enforcement

#### 4.1. PROGRAMME 1: GOVERNANCE

The purpose of this programme is to provide executive and strategic direction to the Board.

##### 4.1.1. Strategic objective and annual targets for 2017 - 2018

Strategic objective	Audited /Actual Performance			Estimated performance	Medium- term target		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.1 Strategic support provided to all programmes	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually	Strategic planning processes and plans developed annually





#### 4.1.2. Programme Performance indicators and Annual Targets for 2017 -2018

Programme Performance Indicator		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1.1.1	Number of internal audit coverage plans produced	1	1	1	1	1	1	1
1.1.2	Number of risk reports produced	4	4	4	4	4	4	4
1.1.3	Number of quarterly performance reports submitted to LEDET	4	4	4	4	4	4	4
1.1.4	Number of CSI projects initiated	Not Measured	Not Measured	Not Measured	Not Measured	7	9	11

#### 4.1.3. Quarterly targets for 2017/18

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Target			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1.1	Number of internal audit coverage plans produced	Annually	1	0	0	0	1
1.1.2	Number of risk reports produced	Quarterly	4	1	1	1	1
1.1.3	Number of quarterly performance reports submitted to LEDET	Quarterly	4	1	1	1	1
1.1.4	Number of CSI projects initiated	Quarterly	7	0	3	3	1

#### 4.1.4. Reconciling performance targets with the budget and MTEF

##### *Expenditure estimates: Programme 1: Governance*

Programme 1	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17	2017/18	2018/19
CEO									
Compensation of Employees	3 222	3 607	4 072	5 213	0	5 213	4 562	4 831	5 111
Goods and Services	1 942	3 815	4 054	4 381	20	4 401	8 743	9 259	9 796
Payment for capital assets	0	0	0	68	250	318	22	23	25
<b>TOTAL</b>	<b>5 164</b>	<b>7 422</b>	<b>8 126</b>	<b>9 662</b>	<b>270</b>	<b>9 932</b>	<b>13 327</b>	<b>14 113</b>	<b>14 932</b>



## 4.2. PROGRAMME 2: FINANCE

### 4.2.1.Strategic objective annual targets for 2017 -2018

#### *Sub-Programme 2.1: CFO*

Strategic objective		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	Performance	2015/16	2016/17	2017/18	2018/19	2019/20
2.1	Financial and administrative support to all (04) programmes	12 reports produced and submitted to LEDET	12 reports produced and submitted to LEDET	12 reports produced and submitted to LEDET	12 reports to be produced and submitted to LEDET	12 reports to be produced and submitted to LEDET	12 reports to be produced and submitted to LEDET	12 reports to be produced and submitted to LEDET

### 4.2.2.Programme performance indicators and annual targets for 2017 -2018

#### *Sub-Programme 1: CFO*

Programme Performance Indicator		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
2.1.1	Number of in-year reports submitted to Provincial Treasury and LEDET	12	12	12	12	12	12	12

#### *Sub-Programme 2: Information Technology*

The purpose of this sub-programme is to ensure that all ICT systems are integrated and resources are utilised effectively.

Programme Performance Indicator		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
2.2.1	Number of IT reports produced	Not measured	Not measured	12	12	12	12	12



### Sub-Programme 3: HR

The purpose of this sub-programme is to ensure that appropriately qualified and competent staff are appointed.

Programme Performance Indicator		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
2.3.1	Number of Human Resources reports produced	Not measured	Not measured	4	4	4	4	4

#### 4.2.3. Quarterly targets for 2017/18

##### Sub-Programme 2.1: CFO

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Target			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1.1	Number of in-year reports submitted to Provincial Treasury and LEDET	Quarterly	12	3	3	3	3

##### Sub-Programme 2.2: Information Technology

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Target			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.2.1	Number of IT reports produced	Quarterly	12	3	3	3	3

##### Sub-Programme 2.3: Human Resources Management

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Target			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.3.1	Number of Human Resources reports produced	Quarterly	4	1	1	1	1





#### 4.2.4. Reconciling performance targets with the budget and MTEF

##### *Expenditure estimates - Programme 2: CFO*

Programme 2	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17	2017/18	2018/19
<b>CFO</b>									
Compensation of Employees	4 123	4 631	5 083	6 243	-131	6 112	6 278	6 648	7 034
Goods and Services	2 077	2 992	2 887	2 516	131	2 647	3 094	3 612	3 821
Payment for capital assets	0	4	0	238	0	238	351	0	0
<b>TOTAL</b>	<b>6 200</b>	<b>7 627</b>	<b>7 970</b>	<b>8 997</b>	<b>0</b>	<b>8 997</b>	<b>9 723</b>	<b>10 260</b>	<b>10 855</b>

##### *Expenditure estimates - Programme 2: IT*

Programme 2	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17	2017/18	2018/19
<b>CFO</b>									
Compensation of Employees	1 026	1 135	1 219	1 488	34	1 522	1 557	1 649	1 744
Goods and Services	568	377	378	319	119	438	566	599	634
Payment for capital assets	0	0	193	650	0	650	250	265	280
<b>TOTAL</b>	<b>1 594</b>	<b>1 512</b>	<b>1 790</b>	<b>2 457</b>	<b>153</b>	<b>2 610</b>	<b>2 373</b>	<b>2 513</b>	<b>2 658</b>

##### *Expenditure estimates - Programme 2: HR*

Programme 2	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17	2017/18	2018/19
<b>CFO</b>									
Compensation of Employees	2 085	1 953	2 690	3 192	0	3 192	3 352	3 550	3 756
Goods and Services	672	877	630	594	30	624	966	1 023	1 082
Payment for capital assets	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>2 757</b>	<b>2 830</b>	<b>3 320</b>	<b>3 786</b>	<b>30</b>	<b>3 816</b>	<b>4 318</b>	<b>4 573</b>	<b>4 838</b>



### 4.3. PROGRAMME 3: COMPLIANCE

- The purpose of this sub-programme is to promote responsible gambling through visibility and awareness.
- To ensure that gambling activities are compliant with relevant legislations

#### 4.3.1.Strategic objective annual target for 2017 -2018

**Outcome 4:** Decent employment through inclusive economic growth

Strategic objective		Audited /Actual Performance			Estimated Performance	Medium- term target		
		Estimated performance			2016/17	2017/18	2018/19	2019/20
		2013/14	Performance	2015/16				
3.1	Ensured a regulated equitable and socially responsible gambling environment	Regulated 100% of gambling industry, issued 35 Licenses and performed 3 Audits	Regulated 100% of gambling industry, issued 42 Licenses and performed 22 Audits	Regulated 100% of gambling industry, issued 20 Licenses and performed 13 Audits	Regulated 100% of gambling industry, issued 20 Licenses and performed 13 Audits	Regulated 100% of gambling industry, issued 20 Licenses and performed 13 Audits	Regulated 100% of gambling industry, issued 20 Licenses and performed 13 Audits	Regulated 100% of gambling industry, issued 10 Licenses and performed 13 Audits

#### 4.3.2.Programme performance indicators and annual targets for 2017 -2018

##### Sub-Programme 3.1

Programme Performance Indicator		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
3.1.1	Number of responsible gambling campaigns conducted	16 responsible gambling campaigns	4	2	4	2	2	2
3.1.2	Number of corporate licences issued	17	42	20	20	20	10	10
3.1.3	Number of compliance inspection reports produced	Not measured	Not measured	15	44	48	48	48
3.1.4	Number of compliance audit reports produced	52	22	13	24	24	24	24
3.1.5	Number of levy audit reports produced	30	18	10	18	18	18	18
3.1.6	Number of monitoring reports produced	2	2	2	2	2	2	2



#### 4.3.3. Bi-Annual and Quarterly targets for 2017/18

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Target			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1.1 Number of responsible gambling campaigns conducted	Bi-Annual	2	0	1	0	1

#### Sub-programme 3.2: Licensing and Investigation

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Target			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.2.1 Number of corporate licences issued	Quarterly	20	5	5	5	5

#### Sub-Programme 3.3: Gambling Control

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Target			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.3.1 Number of compliance inspection reports produced	Monthly & Quarterly	48	12	12	12	12

#### Sub-Programme 3.4: Compliance Audit

Programme Performance Indicator	Reporting Period	Annual Target	Quarterly Target			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.4.1 Number of compliance inspection reports produced	Monthly & Quarterly	24	6	6	6	6
3.4.2 Number of levy audit reports produced	Quarterly	18	4	5	4	5
3.4.3 Number of monitoring reports produced	Bi-Annual	2	0	1	0	1

#### 4.3.4. Reconciling performance targets with the budget and MTEF

##### Expenditure estimates

Programme 3	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17		2017/18
Compliance									
Compensation of Employees	8 109	8 760	9 891	12 710	-34	12 676	13 269	14 052	14 867
Goods and Services	1 286	1 602	1 290	2 835	-14	2 821	4 464	4 727	5 002
Payment for capital assets	591	0	0	1 700	-417	1 283	9	0	0
<b>TOTAL</b>	<b>9 986</b>	<b>10 362</b>	<b>11 181</b>	<b>17 245</b>	<b>-465</b>	<b>16 780</b>	<b>17 742</b>	<b>18 779</b>	<b>19 869</b>





#### 4.4. PROGRAMME 4: LAW ENFORCEMENT

The purpose of this sub-programme is to reduce illegal gambling activities throughout the Province.

##### 4.4.1.Strategic objective annual targets for 2017 -2018

**Outcome 4:** Decent employment through inclusive economic growth

Strategic objective		Audited /Actual Performance			Estimated Performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
4.1	Reduced illegal gambling throughout the Province	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities	360 investigations of illegal gambling activities

##### 4.4.2.Programme performance indicators and annual targets for 2017 -2018

Programme Performance Indicator		Audited /Actual Performance			Estimated performance	Medium- term target		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
4.1.1	Number of crime awareness campaigns conducted	308 Illegal gambling awareness campaigns	132 Illegal gambling awareness campaigns	68	78	120	130	140
4.1.2	Number of investigations on illegal gambling activities	360	360	360	360	360	360	360

##### 4.4.3. Quarterly targets for 2017/18

Programme Performance Indicator		Reporting Period	Annual Target	Quarterly Target			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1.1	Number of crime awareness campaigns conducted	Quarterly	88	35	35	35	15
4.1.2	Number of investigations on illegal gambling activities conducted	Quarterly	360	90	90	90	90



#### 4.4.4. Reconciling performance targets with the budget and MTEF

##### *Expenditure estimates*

Programme 4	Audited Outcome			Appropriated Amount	Virement	Adjusted Budget	Medium term estimates		
	2013/14	2014/15	2015/16				2016/17	2017/18	2018/19
Law Enforcement									
Compensation of Employees	3 117	3 750	3 893	4 803	-64	4 739	4 790	5 073	5 372
Goods and Services	461	476	410	601	394	995	1 259	1 333	1 412
Payment for capital assets	348	0	0	1 192	-382	810	35	37	39
<b>TOTAL</b>	<b>3 926</b>	<b>4 226</b>	<b>4 303</b>	<b>6 596</b>	<b>-52</b>	<b>6 544</b>	<b>6 084</b>	<b>6 443</b>	<b>6 823</b>



# PART C LINKS TO OTHER PLANS







## PART C: LINKS TO OTHER PLANS

### 5. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

N/A

### 6. CONDITIONAL GRANTS

N/A

### 7. PUBLIC ENTITIES

N/A

### 8. PUBLIC-PRIVATE PARTNERSHIP

N/A



# ANNEXURE D AMENDMENTS TO STRATEGIC PLAN 2015-2020



## ANNEXURE D: AMENDMENTS TO STRATEGIC PLAN 2015-2020

### **PARTA: STRATEGIC OVERVIEW**

The information can be found in the Strategic Plan 2015-2020

We have, however, included the following information:

#### **Legislative and other mandates**

- The Limpopo Bill has now been forwarded to the Legislature for further consideration.
- The Limpopo Gambling Regulations are in the process of being reviewed.

#### **Situational Analysis**

#### **National bench marking of LGB against other Gambling Boards in terms of Casino Operations only**

- The industry supports over 64 000 jobs, of which 14 212 employees are directly involved with casino operations only, with another 10 068 people being employed for outsourced services such as security and cleaning services, also for casino operations only. The balance is employed in non-casino operations, such as hotels, convention centres, restaurants, theatres, etc.
- GGR for the entire casino gambling industry of South Africa in the 2014/15 financial year amounted to R24 billion, which was a 9.6% increase over the R22 billion recorded in 2013/14. The casino industry accounted for 72.1% of the R24 billion.
- GGR by Province 2011 – 2015: National

	2011	2012	2013	2014	2015	% Growth 2014 Vs 2015
<b>Gauteng</b>	6 074 259 561	6 340 747 305	7 229 714 582	6 987 455 526	7 155 531 190	2.4%
<b>Western Cape</b>	2 132 968 753	2 258 637 880	2 394 495 037	2 536 384 555	2 751 876 975	8.5%
<b>KwaZulu-Natal</b>	2 508 255 597	2 702 734 498	2 968 153 142	3 072 578 221	3 200 352 698	4.2%
<b>Mpumalanga</b>	603 145 948	658 945 251	709 229 889	728 757 839	763 947 943	4.8%
<b>Limpopo</b>	330 913 934	345 428 472	373 311 185	352 409 411	370 308 819	5.1%
<b>North West</b>	872 685 745	975 368 628	1 016 465 854	1 042 453 071	1 176 916 503	12.9%
<b>Northern Cape</b>	163 670 307	176 715 011	191 206 079	186 995 244	210 429 175	12.5%
<b>Eastern Cape</b>	952 047 404	1 002 477 6 475	1 109 245 098	1 171 027 506	1 196 721 097	2.2%
<b>Free State</b>	404 577 398	393 645 780	419 301 123	419 533 541	408 843 681	-2.5%
<b>TOTAL</b>	<b>14 042 524 647</b>	<b>14 854 699 300</b>	<b>16 411 121 989</b>	<b>16 497 594 914</b>	<b>17 234 928 081</b>	<b>4.5%</b>



	Gauteng	Western Cape	KwaZulu-Natal	Mpumalanga	Limpopo	North West	Northern Cape	Eastern Cape	Free State	TOTAL
<b>Gambling taxes/levies 2015</b>	683 308 387	409 063 497	377 445 249	54 929 152	31 467 449	91 445 627	16 817 522	98 118 992	28 619 057	1 791 214 932

**Organisational environment:**

All 6 critical posts are filled.

The following six (6) critical posts are filled

CEO

CFO

Senior Manager Finance

Senior Manager Compliance

Senior Manager Legal

Senior Manager Law-Enforcement

Strategic Planning Process

The following were stakeholders;

The Board, all senior managers, managers and representative from the Department of Economic Development, Environment and Tourism (LEDET) and Provincial Treasury.

20 November 2014	Approval of the 2015/16 APP and MTEF for 2015/16 to 2017/18 by the Board
04 March 2015	Approval of the 2015/16 APP ,MTEF for 2015/16 to 2017/18 by the MEC and submitted to Legislature
18 June 2015	First (1 <sup>st</sup> ) Draft 2016/17 APP submitted to LEDET and Premiers Office
15 November 2015	Second Draft 2016/17 APP submitted to LEDET and Premiers Office after considering LEDET's inputs
11 December 2015	Second Draft 2016/17 APP submitted to the Board for consideration
17 February 2016	Meeting with LEDET discussing the reviewed 2016/17 APP
2 March 2016	Submission of the 2016.17 APP to the Board for approval
4 March 2016	Approval of 2016/17 APP by the MEC
10 March 2016	Submission of approved 2016/17 APP to the Legislature





The outcome orientated objectives are to be removed

The following Strategic Objectives were identified during the review of the Strategic Plan.

**Programme 1: Governance**

Strategic support provided to all programmes.

**Programme 2: Finance**

Sub-Programme 2.1 CFO

Financial and administrative support to all (4) programmes

**Programme 3: Compliance**

Ensured a regulated equitable and socially responsible gambling environment

**Programme 4: Law Enforcement**

Reduce illegal gambling throughout the province

<b>Strategic Outcome Oriented Goal</b>	A well-regulated and informed gambling industry and enhancement of economic growth in the Province.
<b>Goal Statement</b>	Contribute to growth of Provincial economy and develop a skilled and capable workforce to regulate and educate the gambling industry.



## PART B: STRATEGIC OBJECTIVES

We have removed all the information from pages 12–14 on the Strategic Plan 2015-2020

We have amended the information from pages 15-28 as indicated below from pages 23 - 27:

The programme “Corporate Governance” is now named “Governance”

### PROGRAMME 1: GOVERNANCE

The purpose of this programme is to provide executive directive support to the Board

<b>Strategic Objective</b>	Strategic support provided to all programmes.
<b>Objective Statement</b>	To provide guidance on strategic processes and plans annually.
<b>Baseline</b>	1.

Resource Considerations		
Human Resource Requirements	<b>Skills</b>	Chief Operations Officer.
	<b>Numbers</b>	1
	<b>Skills</b>	Internal audit.
	<b>Numbers</b>	1
	<b>Skills</b>	Recruitment of 1 x staff member to compile strategic, annual and operational plans. Fulfill monitoring and verification checks and compile performance reports.
	<b>Numbers</b>	1
Infrastructure	<b>Specific buildings, vehicles or other</b>	N/A
	<b>Maintenance requirements</b>	N/A
ICT Resource Requirements	<b>Technological requirements and needs</b>	Laptops, Tablets, Cell Phones.
		Automated performance management monitoring and reporting system.
Risk Management	<b>Risk identified</b>	Non-monitoring of plans.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation</b>	Effective communication strategy.



	strategies	
	<b>Risk identified</b>	Business risks and exposures associated with the pursuit of LGB's business strategy, goals and objectives not properly understood and managed in an effective, efficient and transparent manner as a result of potential ineffective system of risk management employed within LGB.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	<ol style="list-style-type: none"> <li>1. Full implementation of risk strategy to embed risk management in the Board.</li> <li>2. Risk training and awareness for all staff.</li> <li>3. Risk as an agenda item of the management meeting.</li> <li>4. Review of insurance policies and cover for LGB (professional indemnity).</li> <li>5. Review of the lease agreement with regards to any disaster or incidence to the building.</li> <li>6. Investigate the feasibility of implementing and purchasing of ERM application.</li> <li>7. Risk appetite levels must be set by the Audit Committee.</li> </ol>
	<b>Risk identified</b>	No or inadequate internal or external audit conducted.
	<b>Severity/Impact of risk</b>	High (adverse global media coverage, Parliamentary enquiry, major public concerns raised, complete loss of stakeholder support.
	<b>Mitigation strategies</b>	To ensure adequate internal audit performed as per coverage plan. Ensure external audit performed.
	<b>Risk identified</b>	Not being able to measure achievements of performance information and accurate reporting.
	<b>Severity/Impact of risk</b>	High – as it will result in failure by the Board to attain certain targets as per mandate.
	<b>Mitigation strategies</b>	Quarterly verifications and reporting.



## PROGRAMME 2: FINANCE

The purpose of this programme is to ensure efficient and effective utilization of resources through strategic prioritisation

<b>Strategic Objective</b>	Financial and administrative support to all (4) programmes.
<b>Objective Statement</b>	To provide in-year monitoring reports to LEDET and Treasury.
<b>Baseline</b>	12.

Resource Considerations		
<b>Human Resource Requirements</b>	<b>Skills</b>	Database administration (Support on all applications).
	<b>Numbers</b>	1
	<b>Skills</b>	Require HR administrator with good interpersonal and communication skills, general understanding of HR related legislations, labour relations. Computer literacy.
	<b>Numbers</b>	1
<b>Infrastructure</b>	<b>Specific buildings, vehicles or other</b>	Enhancement of the Budget System.
	<b>Maintenance requirements</b>	Upgrade of the budget management system. Renewal of the license.
<b>ICT Resource Requirements</b>	<b>Technological requirements and needs</b>	Upgrading of the financial budget management system. Annual maintenance and licensing fees of software.
<b>Risk Management</b>	<b>Risk identified</b>	Non alignment of the budget to the strategy as a result of potential ineffective strategic planning processes and practices.
	<b>Severity/Impact of risk</b>	Direct loss or opportunity cost of 21% to 39% of allocated budget.
	<b>Mitigation strategies</b>	1. Undertake budgeting per objective. Ensure prioritisation of strategic objectives. 2. Linking budgeted amounts to sub-programmes and objectives. 3. Continuous monitoring of the budget.
	<b>Risk identified</b>	Under / over spending of budget as a result of potential ineffective measuring and monitoring processes and practices.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation</b>	Continuous monitoring of the budget.





	strategies	
	<b>Risk identified</b>	Inability to recover in the event of an ICT disaster.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Disaster Recovery Plan and Business Continuity Plan.
	<b>Risk identified</b>	IT infrastructure not in support of business requirements and demand of LGB.
	<b>Severity/Impact of risk</b>	Medium-risk – High.
	<b>Mitigation strategies</b>	Offsite backup.
	<b>Risk identified</b>	No or inadequate IT governance.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Quarterly awareness campaigns.
	<b>Risk identified</b>	Non-responsive HR function and support to LGB.
	<b>Severity/Impact of risk</b>	Medium risk to effectiveness and operations.
	<b>Mitigation strategies</b>	Motivate for appointment of required individual.
	<b>Risk identified</b>	Recruitment of unfit, unskilled and/or experienced people contrary to business requirements, needs and demands.
	<b>Severity/Impact of risk</b>	Medium – High – Key executives and staff are lost due to the organisation not perceived as employer of choice.
	<b>Mitigation strategies</b>	Reference and implementation of recruitment policy.



### PROGRAMME 3: COMPLIANCE

The purpose of this programme is to ensure a regulated equitable and socially responsible gambling environment.

<b>Strategic Objective</b>	Regulated 100% of gambling industry.
<b>Objective Statement</b>	Regulated gambling industry.
<b>Baseline</b>	95% compliance by issuing licences, performing audits and inspections.

Resource Considerations		
<b>Human Resource Requirements</b>	<b>Skills</b>	Communication, Gambling Control, Investigations and Licensing and Audit.
	<b>Numbers</b>	Investigators: 3 Auditors: 4 Gambling Control Inspectors: 4
	<b>Skills</b>	Computer literacy, auditing, inspection and investigation.
	<b>Numbers</b>	15 (4 IT auditors and 2 general auditors, 2 legal investigators and 1 investigator, 2 licensing officers, 2 IT inspectors and 2 technical inspectors.
<b>Infrastructure</b>		4 Billboards.
	<b>Specific buildings, vehicles or other</b>	Web based license application system, web-based levy return submission system, audit software, data analysis software, furniture and fitting.
	<b>Maintenance requirements</b>	Annual upgrading and maintenance of systems
<b>ICT Resource Requirements</b>		2 projectors, 2 screens.
	<b>Technological requirements and needs</b>	Notebooks with detachable screens, multipurpose LED screens, employee card printer, video conferencing facilities
<b>Risk Management</b>		Notebooks with detachable screens, multipurpose LED screens, employee card printer, video conferencing facilities
	<b>Risk identified</b>	Lack of stakeholder participation in responsible gambling initiatives. Inability to promote responsible gambling in the province. Responsible gambling strategy not geared towards responsible gambling awareness.
	<b>Severity/Impa</b>	High.



	ct of risk	
	<b>Mitigation strategies</b>	Responsible gambling strategy approved by CEO. Conduct audits to ensure adherence to responsible gambling initiatives.
	<b>Risk identified</b>	Inadequate legislation to assist the LGB to carry out its mandate and strategies
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Audits and monitoring of licensees.
	<b>Risk identified</b>	Gambling license terms and conditions not implemented and maintained.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Continuous follow-up with LEDET regarding promulgation of the Act.
	<b>Risk identified</b>	Loss of revenue.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Levy audits.
	<b>Risk identified</b>	Gambling activities contrary to legislative and socio - economic development requirements.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	LGB Legislation.
	<b>Risk identified</b>	Increased illegal gambling activities within the province.
	<b>Severity/Impact of risk</b>	Very High.
	<b>Mitigation strategies</b>	Compliance audits, inspections and monitoring reviews.



## PROGRAMME 4: LAW ENFORCEMENT

The purpose of this programme is to reduce illegal gambling throughout the Province

<b>Strategic Objective</b>	Illegal gambling reduced throughout the Province.
<b>Objective Statement</b>	To reduce illegal gambling activities throughout the Province through investigations.
<b>Baseline</b>	360 Investigations.

Resource Considerations		
<b>Human Resource Requirements</b>	<b>Skills</b>	Policing, crime prevention and investigating skills. Computer literacy
	<b>Numbers</b>	Ten investigating officers to cover five municipal districts within the Province.
<b>Infrastructure</b>	<b>Specific buildings, vehicles or other</b>	Ten vehicles needed, with a breakdown of five (5) single bakkies, three (3) double cabs, two (2) sedans, eleven (11) Luka firearms (pistols) each with two magazines and ten (10) cell phones.
	<b>Maintenance requirements</b>	Vehicle maintenance and continuous In-service training for Inspectors in line with current and relevant skills identified.
<b>ICT Resource Requirements</b>	<b>Technological requirements and needs</b>	8 (eight) desktops, 2 (two) laptops, two (2) Geographical Information (GIS) navigators and five (5) digital cameras.
<b>Risk Management</b>	<b>Risk identified</b>	Exposure to accidents, possible death and Occupation Health Hazards.
	<b>Severity/Impact of risk</b>	High.
	<b>Mitigation strategies</b>	Continuous training and sensitizing of Inspectors regarding safe driving, safe handling and utilisation of firearms, handling of confidential information. Continuous advising Inspectors to adhere to Code of Conduct.





## TECHNICAL STRATEGIC OBJECTIVES DESCRIPTION

<b>Strategic Objective Number 1</b>	<b>Governance</b>
<b>Strategic Objective title</b>	Strategic support provided to all (04) programmes.
<b>Short definition</b>	Conducting strategic planning processes and development of plans.
<b>Purpose/importance</b>	To provide guidance on strategic process and plans annually. Provide strategic direction to the entity in line with the legislative mandate and corporate governance principles.
<b>Source/collection of data</b>	The data will be sourced from management and monthly and quarterly reports will be produced. Acknowledgement letters of APP's and comments from Premier's office and LEDET.
<b>Method of calculation</b>	Simply counting.
<b>Data limitations</b>	None.
<b>Type of Strategic Objective</b>	Impact.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Yearly.
<b>New strategic objective</b>	Yes.
<b>Desired performance</b>	Improved institutional efficiency and delivery of services to communities.
<b>Strategic Objective responsibility</b>	CEO.

- We have included a new indicator under the Programme Governance for CSI projects from the 2017/18 financial year:

### PROGRAMME 1: GOVERNANCE

#### Sub-programme 1.1: CEO

##### Indicator Number 1.1.4

<b>Indicator Title</b>	Number of CSI projects identified.
<b>Short description</b>	Renovating of schools & crèche buildings in the Limpopo Province.
<b>Purpose/importance</b>	Ensuring the improvement of the educational facilities in the Limpopo Province.
<b>Source/collection of data</b>	Reports from the Project Manager.
<b>Method of calculation</b>	Percentage of actual expenditure against the budget allocated.
<b>Data limitations</b>	Unforeseen external events.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	Quality of basic education in the Limpopo Province.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.



<b>Strategic Objective Number 2</b>	<b>Finance</b>
<b>Strategic Objective title</b>	Financial and administrative support to all (04) programmes.
<b>Short definition</b>	Conducting financial and administrative meetings.
<b>Purpose/importance</b>	Provide financial and administrative directives to the entity in line with the PFMA and other relevant Legislation.
<b>Source/collection of data</b>	The data will be sourced from the revenue, expenditure, IT and HR reports. Monthly Actual vs Budget ACCPAC reports.
<b>Method of calculation</b>	Simply counting.
<b>Data limitations</b>	None.
<b>Type of Strategic Objective</b>	Impact.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Yearly.
<b>New strategic objective</b>	No.
<b>Desired performance</b>	Improve efficiency through sound financial management.
<b>Strategic Objective responsibility</b>	CFO.

<b>Strategic Objective Number 3</b>	<b>Compliance</b>
<b>Strategic Objective title</b>	Ensured a regulated equitable and socially responsible gambling environment.
<b>Short definition</b>	Regulated 100% of the gambling industry.
<b>Purpose/importance</b>	To regulate the gambling industry by issuing licences, performing audits and inspections.
<b>Source/collection of data</b>	Approval letters, licences and compliance and audit inspection reports.
<b>Method of calculation</b>	Simply counting.
<b>Data limitations</b>	None.
<b>Type of Strategic Objective</b>	Impact.
<b>Calculation type</b>	Cumulative – counting licences issued, audits and inspections conducted.
<b>Reporting cycle</b>	Yearly.
<b>New strategic objective</b>	No.
<b>Desired performance</b>	A regulated industry and increased revenue.
<b>Strategic Objective responsibility</b>	Senior Manager Compliance.



<b>Strategic Objective Number 4</b>	<b>Law Enforcement</b>
<b>Strategic Objective title</b>	Reduction of illegal gambling throughout the Province.
<b>Short definition</b>	Investigating, combating and conducting awareness regarding illegal gambling activities within the Province.
<b>Purpose/importance</b>	To reduce illegal gambling activities throughout the province through investigations.
<b>Source/collection of data</b>	Limpopo Gambling Board's crime registers and reports.
<b>Method of calculation</b>	Simply counting.
<b>Data limitations</b>	Communities not responding to meetings.
<b>Type of Strategic Objective</b>	Impact.
<b>Calculation type</b>	Non-Cumulative.
<b>Reporting cycle</b>	Yearly.
<b>New strategic objective</b>	No.
<b>Desired performance</b>	Decreased illegal gambling activities in the province and enhance legitimacy of gambling.
<b>Strategic Objective responsibility</b>	Senior Manager : Law Enforcement.

- We have amended the reporting period and the calculation type on the following 2 indicators for Law Enforcement:

#### **PROGRAMME 4: LAW ENFORCEMENT**

##### **Sub-programme 4.1: Law Enforcement**

###### **Indicator Number 4.1.1**

<b>Indicator Title</b>	Number of crime awareness campaigns conducted.
<b>Short description</b>	Communicating the consequences, impact and the danger of illegal gambling activities towards individual social life and not contributing towards taxation of the country.
<b>Purpose/importance</b>	To inform communities about the danger of illegal gambling activities.
<b>Source/collection of data</b>	Reports and attendance registers.
<b>Method of calculation</b>	Number of community members who attends crime awareness campaigns.
<b>Data limitations</b>	Communities not responding to meetings.
<b>Type of indicator</b>	Measures both inputs and outputs.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Reporting quarterly.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Improved skills in facilitation and communication processes.
<b>Indicator responsibility</b>	Senior Manager: Law Enforcement.
<b>Indicator updater</b>	Senior Manager: Law Enforcement.



## PROGRAMME 4: LAW ENFORCEMENT

### Sub-programme 4.2: Law Enforcement

#### Indicator Number 4.1.2

<b>Indicator Title</b>	Number of investigations on illegal gambling activities conducted.
<b>Short description</b>	Investigation, combating and conducting awareness regarding illegal gambling activities within the Province.
<b>Purpose/importance</b>	To show reduction and control of all forms of illegal gambling activities within the Province.
<b>Source/collection of data</b>	Source for data collection will include Limpopo Gambling Board's Crime registers and Crime Administration System of the South African Police Services (CAS of SAPS) around police stations within Limpopo.
<b>Method of calculation</b>	Number of illegal gambling activities identified, divide by number of illegal gambling activities raided and closed-down and owners, gamblers are arrested, prosecuted and convicted.
<b>Data limitations</b>	Illegal gambling activities raided and re-opened immediately, where magistrate's courts grant illegal owners the option to pay admission of guilt fines. In this instance, the offender continues immediately with his/her illegal activities.
<b>Type of indicator</b>	Measures both inputs and outputs.
<b>Calculation type</b>	The aim of investigation of crime will be non-cumulative, however; due to the number of cases lost through defective search warrants, illegal owners will continue in their illegal activities, and therefore renders the process cumulative.
<b>Reporting cycle</b>	The reporting period will be quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Current performance needs to be improved, based on new methods introduced by criminals.
<b>Indicator responsibility</b>	Senior Manager: Law Enforcement.
<b>Indicator Updater</b>	Senior Manager: Law Enforcement.

## PART C: LINK TO OTHER PLANS

The Board's overview budget was erroneously recorded under PART C: LINK TO OTHER PLANS

The Correction was done in the 2016/17 APP.





# ANNEXURE E

## TECHNICAL INDICATOR DESCRIPTIONS



## ANNEXURE E: TECHNICAL INDICATOR DESCRIPTIONS

### PROGRAMME 1: GOVERNANCE

#### Sub-programme 1.1: CEO

##### Indicator Number 1.1.1

<b>Indicator title</b>	Number of internal audit coverage plans produced.
<b>Short description</b>	Submission of the annual internal audit plan to the Audit Committee.
<b>Purpose</b>	Ensuring that internal audit execute the audit as planned and report is done as per plan to the Audit Committee.
<b>Source/collection of data</b>	Risk assessment report is compiled by management and approved by the Board. The risks are prioritised and the coverage plan is compiled based on the register. The coverage plan is approved by the CFO for recommendation to the audit committee. Management agrees with the internal audit on time to be taken to respond to queries. Time table is indicated and the CFO reminds the managers about the audits. Managers discuss the internal report before it can be tabled to the audit committee and the Board. Minutes, attendance register and the draft report will be presented to CEO before report can be submitted to audit committee. Internal Audit Coverage Plan.
<b>Method of consolidation</b>	Each internal audit report will be submitted to Audit Committee after it has been discussed and signed off by CFO.
<b>Data limitations</b>	The accuracy of the report will be determined by Audit Committee.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	The indicative of adherence to the coverage plan and policies and internal controls of the Board.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.



## PROGRAMME 1: GOVERNANCE

### Sub-programme 1.1: CEO

#### Indicator Number 1.1.2

<b>Indicator Title</b>	Number of risk reports produced.
<b>Short description</b>	Conducting and reporting on the risk assessment.
<b>Purpose/importance</b>	Ensuring that management manages their departmental risks as identified.
<b>Source/collection of data</b>	Each business unit to identify their risks. Service provider to compile the risk assessment report for the Board. Management to sign off their risk registers Report discussed by risk committee for recommendation to Audit Committee. Board approves the report. CFO to issue template to be used for quarterly reporting. Management to submit their quarterly reports per business unit to the CFO.
<b>Method of calculation</b>	Counting number of reports produced quarterly.
<b>Data limitations</b>	None or late submission by Risk Owners.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulatively for the year.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	The indicator is for monitoring whether the risks identified are reduced or can be removed from the register. Lowering the risk through the year means the Board can rely on the internal controls of the business units.
<b>Desired performance</b>	As per Actual Target.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.



**PROGRAMME 1: GOVERNANCE**

**Sub-programme 1.1: CEO**

**Indicator Number 1.1.3**

<b>Indicator Title</b>	Number of quarterly performance reports submitted to LEDET.
<b>Short description</b>	Monitoring of Board by LEDET through reports and assurance certificates submitted quarterly.
<b>Purpose/importance</b>	Ensuring that the Board set targets as indicated in Strategic Plan and Annual Performance Plan are monitored.
<b>Source/collection of data</b>	Divisional submissions by Senior Managers to CFO for consolidation of the Quarterly Reports. Submission of Quarterly Reports to LEDET. Meeting held between the Shareholder and LGB re submission of the reviewed APP to LEDET. Chief Risk Officer to verify source documents related to the targets submitted. Submission of the APP to the Board.
<b>Method of calculation</b>	Number of Reports and assurance certificates.
<b>Data limitations</b>	Unrealistic objectives.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	The targeted performance is desired. The progress to date should be the same as performance indicator on the APP.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.

**PROGRAMME 1: GOVERNANCE**

**Sub-programme 1.1: CEO**

**Indicator Number 1.1.4**

<b>Indicator Title</b>	Number of CSI projects identified.
<b>Short description</b>	Renovating of schools & crèche buildings in the Limpopo Province.
<b>Purpose/importance</b>	Ensuring the improvement of the educational facilities in the Limpopo Province.
<b>Source/collection of data</b>	Reports from the Project Manager.
<b>Method of calculation</b>	Percentage of actual expenditure against the budget allocated.
<b>Data limitations</b>	Unforeseen external events.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	Quality of basic education in the Limpopo Province.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.



## PROGRAMME 2: FINANCE

### Sub-programme 2.1: CFO

#### Indicator Number 2.1.1

<b>Indicator Title</b>	Number of in-year reports submitted to Provincial Treasury and LEDET.
<b>Short description</b>	Compilation of monthly reports indicating performance of expenditure and revenue against budget.
<b>Purpose/importance</b>	To ensure compliance with the PFMA.
<b>Source/collection of data</b>	Monthly and annual Revenue reports.
<b>Method of calculation</b>	% of actual revenue and expenditure against budget projections.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly. The Framework does not provide for monthly submissions, however, we do monthly submissions.
<b>New indicator</b>	Yes, but historic data is available for comparison and trends.
<b>Desired performance</b>	The monitoring of budget vs actual spending by business units .This will assist with the adjustment of budget on non performing units.
<b>Indicator responsibility</b>	Chief Financial Officer.
<b>Indicator Updater</b>	Senior Manager: Finance.

## PROGRAMME 2: FINANCE

### Sub-programme 2.2: Information Technology

#### Indicator Number 2.2.1

<b>Indicator Title</b>	Number of IT reports produced.
<b>Short description</b>	Monitoring of compliance by administrators in business unit.
<b>Purpose/importance</b>	To ensure the Board complies with the ICT framework.
<b>Source/collection of data</b>	Monitoring administrators, internal & AG action plan and network management reports produced.
<b>Method of calculation</b>	Simple counting number of reports produced.
<b>Data limitations</b>	None or late submission of reports by administrators.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	To ensure a compliant computing environment.
<b>Indicator responsibility</b>	IT Manager.
<b>Indicator updater</b>	IT Manager.





## PROGRAMME 2: FINANCE

### Sub-programme 2.3: HR

#### Indicator Number 2.3.1

<b>Indicator Title</b>	Number of Human Resources reports produced.
<b>Short description</b>	Number of Human Resources reports regarding filling of approved posts.
<b>Purpose/importance</b>	To ensure compliance to the time taken to fill approved posts.
<b>Source/collection of data</b>	Quarterly reports within the HR Division regarding staff turnover.
<b>Method of calculation</b>	Simple counting of time taken to fill posts.
<b>Data limitations</b>	Unforeseen termination.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes.
<b>Desired performance</b>	Ensuring that the approved organizational structure is filled.
<b>Indicator responsibility</b>	HR Manager.
<b>Indicator updater</b>	HR Manager.

## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.1: Responsible Gambling Campaigns Conducted

#### Indicator Number 3.1.1

<b>Indicator Title</b>	Number of Responsible Gambling Campaigns conducted.
<b>Short description</b>	Number of Responsible Gambling Awareness Campaigns conducted.
<b>Purpose/importance</b>	To raise public awareness on the effects of excessive gambling and the services offered by the National Responsible Gambling Foundation.
<b>Source/collection of data</b>	Management Reports on the Responsible Gambling Campaigns.
<b>Method of calculation</b>	Count number of Responsible Gambling Campaigns.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Number of Campaigns.
<b>Reporting cycle</b>	Bi-Annual.
<b>New indicator</b>	No.
<b>Desired performance</b>	Responsible gambling campaigns performed.
<b>Indicator responsibility</b>	Snr. Manager Compliance.
<b>Indicator updater</b>	Snr. Manager Compliance.



## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.2: Investigations and Licensing

#### Indicator Number 3.2.1

<b>Indicator Title</b>	Number of corporate Licences issued.
<b>Short description</b>	Number of new corporate licences issued.
<b>Purpose/importance</b>	To ensure that all gambling entities are licensed.
<b>Source/collection of data</b>	Application documents received and payment of licence fees, compare with licensees on database.
<b>Method of calculation</b>	Count number of corporate licences issued.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Number.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	All qualifying corporate licence applications being granted.
<b>Indicator responsibility</b>	Senior Manager: Compliance.
<b>Indicator updater</b>	Manager: Investigations and licensing.

## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.3: Gambling Control

#### Indicator Number 3.3.1

<b>Indicator Title</b>	Number of compliance inspection reports produced.
<b>Short description</b>	Number of compliance inspections conducted per corporate licensee conducted (1 per month for Casino's and 1 per quarter for Route Operators).
<b>Purpose/importance</b>	To ensure that the corporate licensees adhere to gambling legislations and licence conditions.
<b>Source/collection of data</b>	Site Inspections reports.
<b>Method of calculation</b>	Count of Site Inspections reports.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Number.
<b>Reporting cycle</b>	Monthly and Quarterly.
<b>New indicator</b>	Yes, but historic data is available for comparison and trends.
<b>Desired performance</b>	100% (all) adherence to legislation and licence conditions.
<b>Indicator responsibility</b>	Senior Manager: Compliance.
<b>Indicator updater</b>	Manager: Gambling Control.



## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.4: Audit

#### Indicator Number 3.4.1

<b>Indicator Title</b>	Number of compliance audit reports produced.
<b>Short description</b>	Number of licensed entities that adhere to gambling legislation and licence conditions.
<b>Purpose/importance</b>	To ensure that all licensees adhere to gambling legislation and licensed conditions.
<b>Source/collection of data</b>	Compliance Audit reports.
<b>Method of calculation</b>	Number of Compliance Audit reports prepared.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Number.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% (all) adherence to gambling legislation and licence conditions.
<b>Indicator responsibility</b>	Senior Manager: Compliance.
<b>Indicator updater</b>	Manager: Compliance Audit.

## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.4: Audit

#### Indicator Number 3.4.2

<b>Indicator Title</b>	Number of levy audit reports produced.
<b>Short description</b>	Percentage of licensed entities that adhere to Gambling legislation and licence conditions.
<b>Purpose/importance</b>	To ensure that all licensees adhere to the licensed conditions.
<b>Source/collection of data</b>	Levy audit Reports.
<b>Method of calculation</b>	Count number of Levy Audit Reports.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Number.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	Yes, but historic data is available for comparison and trends.
<b>Desired performance</b>	100% (all) adherence to gambling Legislation and licensed conditions.
<b>Indicator responsibility</b>	Senior Manager: Compliance.
<b>Indicator updater</b>	Manager: Compliance Audit.



## PROGRAMME 3: COMPLIANCE

### Sub-programme 3.4: Audit

#### Indicator Number 3.4.3

<b>Indicator Title</b>	Number of monitoring reports produced.
<b>Short description</b>	To monitor the Licensees compliance with Bid commitments.
<b>Purpose/importance</b>	To ensure that the corporate licensees adhere to the license conditions and Bid commitments.
<b>Source/collection of data</b>	Monitoring audits reports.
<b>Method of calculation</b>	Count of monitoring audit reports.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Number.
<b>Reporting cycle</b>	Bi-Annual.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% (all) adherence to legislations.
<b>Indicator responsibility</b>	Senior Manager: Compliance.
<b>Indicator updater</b>	Manager: Compliance Audit.

## PROGRAMME 4: LAW ENFORCEMENT

### Sub-programme 4.1: Law Enforcement

#### Indicator Number 4.1.1

<b>Indicator Title</b>	Number of crime awareness campaigns conducted.
<b>Short description</b>	Communicating the consequences, impact and the danger of illegal gambling activities towards individual social life and not contributing towards taxation of the country.
<b>Purpose/importance</b>	To inform communities about the danger of illegal gambling activities.
<b>Source/collection of data</b>	Reports and attendance registers.
<b>Method of calculation</b>	Number of community members who attends crime awareness campaigns.
<b>Data limitations</b>	Communities not responding to meetings.
<b>Type of indicator</b>	Measures both inputs and outputs.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Reporting quarterly.
<b>New indicator</b>	Continues without change from the previous year.
<b>Desired performance</b>	Improved skills in facilitation and communication processes.
<b>Indicator responsibility</b>	Senior Manager: Law Enforcement.
<b>Indicator updater</b>	Senior Manager: Law Enforcement.



## PROGRAMME 4: LAW ENFORCEMENT

### Sub-programme 4.1: Law Enforcement

#### Indicator Number 4.1.2

<b>Indicator Title</b>	Number of investigations on illegal gambling activities conducted.
<b>Short description</b>	Investigation, combating and conducting awareness regarding illegal gambling activities within the Province.
<b>Purpose/importance</b>	To show reduction and control of all forms of illegal gambling activities within the Province.
<b>Source/collection of data</b>	Source for data collection will include Limpopo Gambling Board's Crime registers and Crime Administration System of the South African Police Services (CAS of SAPS) around police stations within Limpopo.
<b>Method of calculation</b>	Number of illegal gambling activities identified, divide by number of illegal gambling activities raided and closed-down and owners, gamblers are arrested, prosecuted and convicted.
<b>Data limitations</b>	Illegal gambling activities raided and re-opened immediately, where magistrate's courts grant illegal owners the option to pay admission of guilt fines. In this instance, the offender continues immediately with his/her illegal activities.
<b>Type of indicator</b>	Measures both inputs and outputs.
<b>Calculation type</b>	The aim of investigation of crime will be non-cumulative, however; due to the number of cases lost through defective search warrants, illegal owners will continue in their illegal activities, and therefore renders the process cumulative.
<b>Reporting cycle</b>	The reporting period will be quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Current performance needs to be improved, based on new methods introduced by criminals.
<b>Indicator responsibility</b>	Senior Manager: Law Enforcement.
<b>Indicator Updater</b>	Senior Manager: Law Enforcement.



