



# ANNUAL PERFORMANCE PLAN

---

2019/2020







# FOREWORD BY THE MEMBER OF THE EXECUTIVE COUNCIL

HONOURABLE SEAPARO C. SEKOATI

Government enters its fifth year of implementing the Medium Term Strategic Framework (2014-2019) and LGB is committed to achieve its mandate as outlined in the Limpopo Gambling Act No. 03 of 2013, in accordance with the Constitution of the Republic, National Development Plan, Limpopo Development Plan and the National Gambling Act No. 07 of 2004. The Board's mandate is 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. The Board outlines its service delivery priorities for implementation in the 2019/20 financial year through this APP. The Shareholder will monitor the performance of the Board on a quarterly basis to ensure that they achieve these priorities, despite the limited resources at their disposal. The Shareholder commits to support the Board in implementing its mandate and contributing towards radical socio-economic transformation and job creation.

The priorities for the 2019/20 financial year focus on the issuing of corporate licences, ensuring responsible gambling, compliance inspection and audits and the eradication of illegal gambling. This will enhance the Board's revenue collection which will contribute towards the revenue enhancement strategy of the Province.

The Board is committed to achieve the objectives as outlined in the Annual Performance Plan and I am satisfied with the Board's priorities for the 2019/20 financial year. I therefore take this opportunity to endorse this Annual Performance Plan.

**Honourable Seaparo C. Sekoati**

MEC 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 performance targets which the Limpopo Gambling Board will endeavour to achieve, given the resources made available in the budget for the 2019/20 financial year.



**Ms. Yvonne Mathabatha**  
Chief Financial Officer



**Mr. Mokgase Gregory Makoko**  
Chief Executive Officer

## ***Recommended for Approval by***



**Mr. Elijah Tjiane**  
Chairperson of the Board

## ***Approved by***



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



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# LIST OF ABBREVIATIONS/ACRONYMS

<b>ACT</b>	Limpopo Gambling Act No. 3 of 2013
<b>AG</b>	Auditor General
<b>APP</b>	Annual Performance Plan
<b>BBBEE</b>	Broad Based Black Economic Empowerment
<b>CASA</b>	Casino Association of South Africa
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CoE</b>	Compensation of Employees
<b>CSI</b>	Corporate Social Investment
<b>DPSA</b>	Department of Public Service and Administration
<b>DTI</b>	Department of Trade and Industry
<b>FY</b>	Financial Year
<b>GGR</b>	Gross Gambling Revenue
<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>IYM</b>	In-Year Monitoring
<b>LDP</b>	Limpopo Development Plan
<b>LEBU</b>	Law Enforcement Business Unit
<b>LEDET</b>	Limpopo Economic Development Environment and Tourism
<b>LGB</b>	Limpopo Gambling Board
<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>NDP</b>	National Development Plan
<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**

## 1. UPDATED SITUATIONAL ANALYSIS

### 1.1. PERFORMANCE DELIVERY ENVIRONMENT

#### LIMPOPO GAMBLING LICENSEES

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

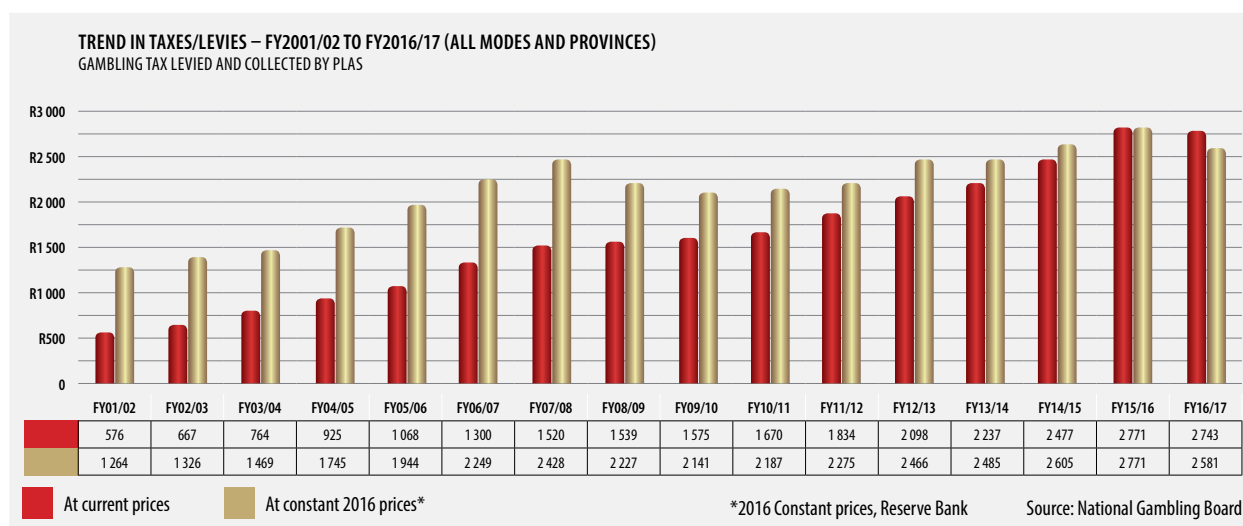
LICENCE TYPE	NUMBER OF LICENCES
Casino	3
LPM Route Operators	2
LPM Sites	209
Bookmaker Operators	9
Bookmaker Sites	95
Totalisators	1
Totalisator Sites	26
Bingo Operators	5
Bingo Sites	7

#### 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 57 between 2013 and 2018. Further, Totalisator Sites increased from 19 in 2013 to 26 in 2018. Five out of seven licensed Bingo Sites are operational in Musina, Bela-Bela, Lephalale, Tzaneen and Bochum.

The levies and fees collected have grown substantially over the years from R28 million in 2011/12 to R86 million in 2016/17. In the 2017/18 financial year, the levies and fees collected amounted to R100 million. The revenue generated is projected to further increase to R116 million in the 2018/19 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:







## 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 Limpopo Gambling Act No. 3 of 2013 requires that all employees involved in gambling and betting operations and non-executive directors of licensed entities need to be licensed by the Board to ensure that only persons of integrity are involved in gambling operations.

### EMPLOYMENT EQUITY FOR 2015/16 – 2017/18 & PROJECTED FIGURES FOR 2018/19 – 2021/22

	AUDITED OUTCOME			ESTIMATED	MEDIUM TERM TARGETS		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Casinos	728	762	790	800	810	830	850
Limited Payout Machines	733	976	1060	1100	1300	1350	1410
Bookmakers and Totalizators	1034	1232	1500	1800	1900	1950	2200
Bingo	0	25	295	320	350	370	420

Employment opportunities have generally increased in the different sectors due to the increase in the number of Licences issued, which became operational over the past three years (2015/16 – 2017/18). The negative fluctuations in the LPM Sector can also be attributed to the closure of some LPM Sites due to various reasons.

## OWNERSHIP STATUS OF LICENSEES

CASINOS	TOTAL	MEROPA CASINO	KHORONI CASINO	THABA MOSHATE CASINO
% Black Owned	26.13%	26.4%	25%	27%

LPM OPERATORS	TOTAL	GOLDRUSH	VUKANI
% Black Owned	24.23%	23.46%	25%

BOOKMKER OPERATORS	TOTAL	VBET	SUPABETS	FORTWOOD	OCTOBER WIND	TOPBET	BETSA	BETTING WORLD	HOLLYWOOD	BETTA GAMING
% Black Owned	24%	0%	0%	100%	0%	0%	0%	22%	25%	26%

BINGO OPERATORS	TOTAL	VEGAS BINGO	BOSS GAMING BINGO	GALAXY LIMPOPO	GALAXY TZANEEN BINGO	GOLDRUSH BINGO
% Black Owned	34%	30%	40%	30%	40%	30%

LPM SITE OPERATORS	TOTAL	GOLDRUSH	VUKANI
% Black Owned	80.2%	87.5%	72.9%

TOTALIZATOR	PHUMELELA
% Black Owned	22.46%

## INFRASTRUCTURE DEVELOPMENT

The different types of licences contribute in their own way to infrastructure development in Limpopo Province. The casinos develop and maintain their own infrastructure, whereas in the main, LPM Route Operators, Bookmakers, Totalizator 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:

CASINOS	MEROPA CASINO	KHORONI CASINO	THABA MOSHATE CASINO
Total capital investment	R 139 M	R 82 M	R 199 M

## RESEARCH ON GAMBLING AND BETTING IN THE LIMPOPO PROVINCE

In line with the Memorandum of Understanding with the South African Responsible Gambling Foundation, research addressing issues of the prevalence of gambling, the socio economic impact of gambling and the impact of illegal gambling on licensed entities in the Limpopo Province is scheduled to be conducted in the fourth quarter of 2018/19 until the second quarter of 2019/20 financial year. The research report will assist the Board in determining the strategic direction of the entity for the next strategic term. National Gambling Board will also undertake research on behalf of all Provinces, according to the areas the different Boards identify for research.

## BINGO APPLICATIONS

All seven (7) Bingo Site Licences are expected to be operational by the end of 2019/20, and they are expected to operate at least one thousand and fifty four (1 054) Bingo Seats.

### a) Highlights

Bingo and Bookmaker sites are expected to start generating more revenue through levies and fees to the Board, as well as creating more employment in the Province.

### b) Challenges

Current Regulations and Rules are not in line with the Limpopo Gambling Act No. 3 of 2013. The Regulations are in the process of being amended by LEDET to align with the Act.

### c) Illegal Online Gambling

The rapidly increasing number of illegal online gambling activities remains a nightmare within Limpopo Province. The Law Enforcement Business Unit persists in the investigation of this scourge in collaboration with SAPS, NPA, SARS, Department of Home Affairs, Labour, Traffic and the Casino Association of South Africa (CASA). During the period of April to December 2018 three (3) illegal online gambling sites were raided and a total of 122 computers and R 21, 265-00 was confiscated.

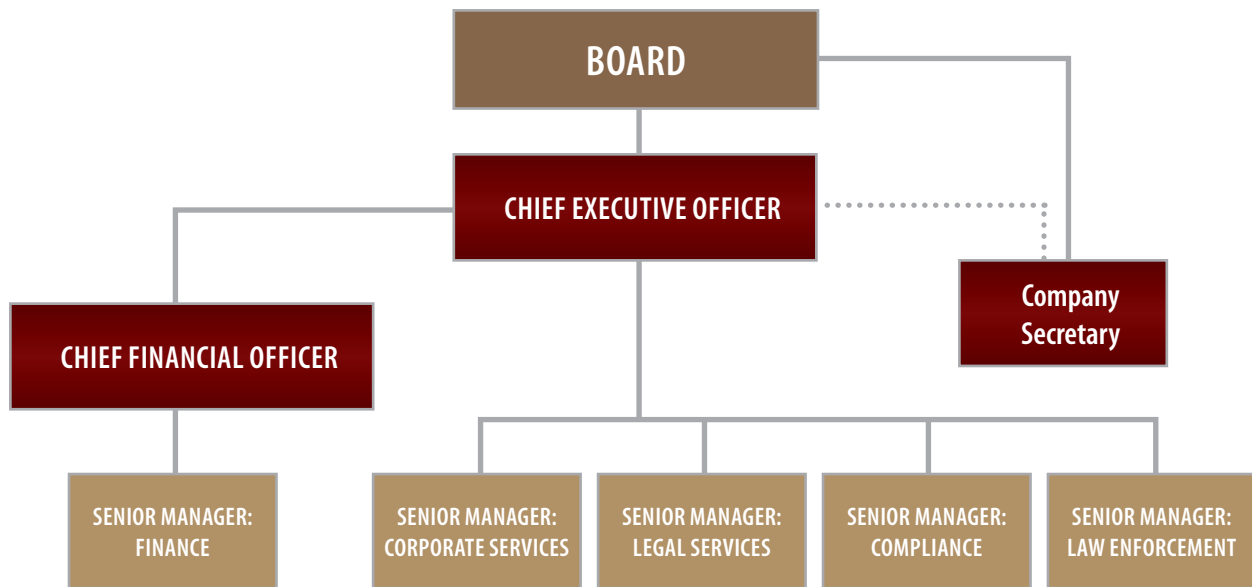
The three cases are still pending in the different Magistrate Courts.

The Law Enforcement Business Unit has confiscated 66 illegal gambling machines from April to December 2018 compared to 18 illegal gambling machines confiscated during the previous (2017/2018) financial year. A total of 103 illegal gambling machines were destroyed in December 2018.

With the complex nature of illegal gambling cases, a need to establish a specialised prosecution team with the Prosecuting Authority, to deal specifically with illegal gambling cases, has arisen. Focus is placed on closer collaboration with the National Prosecuting Authority to achieve this objective in the near future.

## 1.2. ORGANISATIONAL ENVIRONMENT

The structure is depicted in the diagram below:



BUSINESS UNIT	APPROVED POSITIONS	FILLED	VACANT
CEO	9	2	7
Compliance	25	19	6
Law Enforcement	12	9	3
Finance	9	8	1
Human Resource	10	8	2
IT	2	2	0
SCM	6	5	1
<b>TOTALS</b>	<b>73</b>	<b>53</b>	<b>20</b>

### 1.2.1. SUMMARY OF THE ORGANOGRAM

- The Limpopo Gambling Board reviewed its structure and it was approved in March 2018.
- The Board has a total number of seventy three (73) approved posts. Fifty three (53) are filled and twenty (20) are vacant. Six (06) of the vacant posts will be filled by the end of the 2018/19 financial year.
- The Board appointed 10 interns in the last quarter of 2018/19 and their contract will run for two (02) years.

### 1.2.2. CHALLENGES

- None.

## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

- Awaiting the Department of Economic Development, Environment and Tourism and Office of the Premier to finalise the promulgation of the Regulations.
- The Gambling Rules will be finalised after promulgation of the Regulations.

## 3. OVERVIEW OF 2019/20 BUDGET AND MTEF ESTIMATES

### 3.1. EXPENDITURE ESTIMATES

- The estimate for 2019/20 is R75.417 million. The provision for leave is R 4.1million, which is not included in the R75.417 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 Board will be allocated an amount of R15.8 million for acquisition of online operations management system at R15.0 million and Data analysis software system at R0.800 million. The proposed system will be used internally by the Compliance Business Unit and other relevant business units to provide services to the public; and externally by all licensees, licence applicants and other stakeholders to procure services from or submit information to the Board.

### A) BUDGET FOR PROGRAMMES FOR THE PERIOD 2019/2020 TO 2021/2022

	OUTCOME			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM TERM ESTIMATES		
	2015/16	2016/17	2017/18	2018/19			2019/20	2020/21	2021/22
Programme 1: Governance	8 131	10 928	10 067	12 720	193	12 913	12 532	13 234	13 960
Programme 2: Finance	8 146	8 991	9 566	11 009	-1 680	9 329	10 204	10 775	11 367
Sub-Programme: HR	3 179	3 392	4 004	4 695	-452	4 243	4 379	4 451	4 693
Sub-Programme: Supply Chain	16 057	17 778	17 126	18 383	-191	18 192	19 516	20 713	21 777
Sub-Programme: IT	1 888	1 799	2 711	3 683	224	3 907	3 862	3 124	3 297
Programme 3: Compliance	11 090	17 168	15 636	17 824	-1 190	16 634	18 313	20 494	21 622
Programme 4: Law Enforcement	4 757	5 546	5 348	6 871	-304	6 567	6 611	6 774	7 146
<b>Total Budget Estimates for the Vote</b>	<b>53 248</b>	<b>65 602</b>	<b>64 458</b>	<b>75 185</b>	<b>-3 400</b>	<b>71 785</b>	<b>75 417</b>	<b>79 565</b>	<b>83 862</b>

### B) BUDGET ECONOMIC CLASSIFICATION FOR THE PERIOD 2019/2020 TO 2021/2022

	OUTCOME			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM TERM ESTIMATES		
	2015/16	2016/17	2017/18	2018/19			2019/20	2020/21	2021/22
Compensation of employees	29 378	31 324	33 098	42 705	-3 400	39 305	41 700	44 103	45 937
Goods and services	23 578	30 747	30 573	31 455	-306	31 149	32 720	35 321	37 852
Payments of capital assets	292	3 531	787	1 025	306	1 331	997	141	73
<b>Total Economic Classification</b>	<b>53 248</b>	<b>65 602</b>	<b>64 458</b>	<b>75 185</b>	<b>-3 400</b>	<b>71 785</b>	<b>75 417</b>	<b>83 655</b>	<b>83 862</b>



### COMPENSATION OF EMPLOYEES

- Compensation has decreased by 2% due to non-cash which is not accounted for.

### GOODS AND SERVICES

- There is a nominal overall increase of 4% for 2019/20 due to additions of CSI projects and revenue enhancement.

### CAPITAL ASSETS

- There is a nominal decrease of assets of 3%, the board will be paying only offsite backup server for disaster management as it was an audit finding during the previous years.

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

The Board has an estimated budget of R75.417 million for the financial year 2019/20.

Budget estimates will be used as follows:

<b>Programme 1: Governance</b>	<p>Governance has been allocated an estimated budget of R 12.532 million to ensure that the operations of the Board are conducted in compliance with all relevant legislation.</p> <p>To develop, plan, monitor and report on the strategic plan of the Board.</p>
<b>Programme 2: Finance</b>	<p>Finance has been allocated an estimated budget of R37,961 million, which is distributed to the sub-programmes to provide financial and administrative support in accordance with legislation and policies.</p> <p>The sub-programmes were allocated an estimated budget as follows:</p> <ul style="list-style-type: none"> <li>• Finance: R 10.204 million</li> <li>• IT: R 3.862 million</li> <li>• HR: R 4.379 million</li> <li>• Supply Chain: R19.516 million</li> </ul>
<b>Programme 3: Compliance</b>	<p>Compliance has been allocated an estimated budget of R 18.313 million to ensure a fairly regulated gambling industry.</p> <p>The Limpopo Provincial Treasury has granted the Board a go ahead to procure the Operations Management System, at a cost of R 15.8 million for the Compliance Business Unit. This is one of the projects that the province will be embarking on as a revenue enhancement project. The system will be able keep a database of the different activities and have various reporting functions. The system will assist the Audit and Gambling control teams to provide a higher level of assurance that the levies and fees collected are accurate, complete, valid and are paid timeously.</p>
<b>Programme 4: Law Enforcement</b>	<p>Law Enforcement has been allocated an estimated budget of R 6.611 million to ensure the eradication of all forms of illegal gambling in the Province.</p>

### 3.3. DEPARTMENTAL BUDGETED RECEIPTS

#### DETAILS OF LIMPOPO GAMBLING BOARD REVENUE

ECONOMIC CLASSIFICATION	2015/16	2016/17	2017/18	2018/19			2019/20	2020/21	2021/22
	AUDITED OUTCOME			MAIN APPROPRIATION	ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM TERM ESTIMATES		
Tax revenue	36 512	83 738	88 941	101 037	101 037	101 037	106 869	107 000	112 350
Non-tax revenue	57 740	56 582	78 855	86 409	87 429	84 029	92 351	97 477	102 678
Sales of goods and services other than capital assets	10 781	6 535	11 449	14 923	15 943	15 943	16 934	17 912	18 816
Other sales	7 062	14 876	10 127	14 578	14 578	14 578	15 460	16 320	17 136
Horse Racing Application Fees	20	158	317	90	90	90	102	108	114
LPM Application Fees	160	228	280	300	300	300	318	336	353
LPM Licence Fees	264	27	112	1 445	1 445	1 455	1 532	1 612	1 693
Annual Licence Fees	3 300	7 629	7 883	9 000	9 000	9 000	10 074	10 074	10 578
Manufacturer Licences	1	0	0	8	8	8	8	9	9
Manufacturers Application	120	197	70	75	75	75	80	84	88
Investigation Fees	1 016	3 584	425	450	450	450	477	504	529
Horse Racing Licences Fees	125	317	9	800	800	800	848	895	940
Employee Registration Fees	801	1 114	731	1 947	1 947	1 947	2 064	2 179	2 288
Casino Licences Fees	1 171	0	0	0	0	0	0	0	0
Certificate Of Suitability	0	18	9	9	9	9	10	10	11
Sundry Income	84	1 445	450	454	454	454	481	508	534
<b>Entity revenue other than sales</b>	<b>1 488</b>	<b>1 107</b>	<b>1 330</b>	<b>345</b>	<b>1 365</b>	<b>1 365</b>	<b>1 474</b>	<b>1 592</b>	<b>1 680</b>
Interest, dividends and rent on land	1 488	1 107	1 330	345	1 365	1 365	1 474	1 592	1 680
Interest	1 488	1 107	1 330	345	1 365	1 365	1 474	1 592	1 680
Transfers received	48 559	61 273	67 502	71 486	68 086	68 086	75 417	79 565	83 862
Departmental transfers	48 559	61 273	67 502	71 486	0	68 086	75 417	79 565	83 862
Sales of capital assets	0	0	0	0	0	0	0	0	0
<b>Total departmental own source revenue</b>	<b>94 252</b>	<b>140 320</b>	<b>167 900</b>	<b>187 446</b>	<b>0</b>	<b>185 056</b>	<b>199 220</b>	<b>204 477</b>	<b>215 028</b>

#### NOTES:

- The grant amount estimated to be received for 2019/20 amounts to R75.417 million.
- The Board will surrender levies on a monthly basis to the Provincial Treasury.
- The LPM licence fees have reduced to R3.1 million, because LGB has reached the first phase limit of 1500 machines, as determined by National Gambling Board.
- Employee Registration fees have decreased from R5 million to R2 million because LGB has reached the first phase limit of 1 500 LPM machines.
- Levies have increased due to the awarding of Bingo licences.
- Horseracing Licence fees have increased to R4 million due to new sites opening.

## 4. APP MAP OF THE LIMPOPO GAMBLING BOARD

The Limpopo Gambling Board's map is to visualise how the purpose, strategy and operations fit together, underpinned by the shared values. The Limpopo Gambling Board's map guides the way in which the entity operates, by facilitating an understanding of how each and every employee contributes to the vision of becoming the most empowering regulator.

Our Strategy: The aim of LGB is to reach R107 million in revenue collection for the Provincial fiscus by 2019 and to intensify compliance and support to the gambling industry in the Province.

The figure below depicts a diagrammatic representation of the Limpopo Gambling Board's APP Map.



**OUR VISION**  
The innovative and leading gambling regulator in Africa

**OUR 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.

- OUR VALUES**
- Integrity
  - Transparency
  - Consultation
  - Responsibility
  - Diversity
  - Teamwork

**PILLARS OF THE LIMPOPO GAMBLING BOARD**



- NATIONAL OUTCOME ORIENTED GOALS (Short Title)**
- Decent employment through exclusive economic growth.
  - National building and social cohesion.
  - All people in South Africa are and feel safe.
  - A skilled and capable workforce to support an inclusive growth path.
  - An efficient, effective and development-oriented public service.


- STRATEGIC OUTCOME ORIENTED OBJECTIVES (Short Title)**
- Strategic support provided to all (04) programmes.
  - Financial and administrative support to all (04) programmes.
  - Ensured a regulated equitable and socially responsible gambling environment.
  - Reduced illegal gambling throughout the Province.

**KEY PERFORMANCE MEASURES/INDICATORS**

	TARGET FOR 2019/20	TARGET FOR 2019/20
• Number of internal audit coverage plans produced.	1	• Number of responsible gambling campaigns conducted. 12
• Number of risk reports produced.	4	• Number of corporate licences issued. 10
• Number of quarterly performance reports submitted to LEDET.	4	• Number of compliance inspections conducted. 48
• Number of CSI projects initiated.	9	• Number of compliance audits conducted. 26
• Number of in-year monitoring reports submitted to Provincial Treasury and LEDET.	12	• Number of levy audits conducted. 20
• Number of IT reports produced.	12	• Number of monitoring reports produced. 2
• Number of Human Resources reports produced.	4	• Number of crime awareness campaigns conducted. 130
		• Number of investigations on illegal activities conducted. 360

**RISK PROFILE & TOLERANCE LEVELS**

• Increased illegal gambling activities within the Province	<b>Medium</b>
• Abuse and misuse of owned and leased LGB assets	<b>Low</b>
• Job descriptions not in support of business strategy, structure and functionalities.	<b>Low</b>
• Poor communication channels and protocols within LGB	<b>Zero</b>
• Structure and resources not aligned to meet LGB mandate and business strategy.	<b>Zero</b>
• Inadequate legislation to assist the LGB to carry out its mandate and strategies.	<b>Low</b>
• Gambling license terms and conditions not implemented and maintained.	<b>Zero</b>
• Loss of revenue.	<b>Zero</b>
• Gambling activities contrary to legislative and socio-economic development requirements.	<b>Zero</b>
• Overstimulation of gambling within Province resulting in negative socio-economic impact.	<b>Medium</b>
• Inadequate awareness campaigns in relation to responsible gambling and crime awareness	<b>Low</b>
• Fraud, theft and corruption risks	<b>Zero</b>
• ICT not geared towards business requirements(Disaster Recovery Plan)	<b>Low</b>



PART B

# PROGRAMME AND SUB-PROGRAMME PLANS



## 5. PROGRAMMES AND SUB-PROGRAMMES

PROGRAMME	SUB-PROGRAMME	
1. Governance	1.1	Office of the Chief Executive Officer
	1.2	Legal
	1.3	Board
2. Finance	2.1	Office of the Chief Financial Officer
	2.2	Finance
	2.3	Supply Chain
	2.4	Information Technology
	2.5	Human Resources
3. Compliance	3.1	Investigations and licensing
	3.2	Gambling Control
	3.3	Compliance Audit
4. Law Enforcement	4.1	Law Enforcement

### 5.1. PROGRAMME 1: GOVERNANCE

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

#### 5.1.1 STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.1 Strategic support provided to all (04) 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	5 Year Strategic Plan, Annual Performance Plan and Annual Report produced.	Annual Performance Plan and Annual Report produced.	Annual Performance Plan and Annual Report produced.

#### 5.1.2 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

PROGRAMME PERFORMANCE INDICATOR	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
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	7	9	9	13	13

### 5.1.3 QUARTERLY TARGETS FOR 2019/20

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	9	2	3	2	2

### 5.1.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

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

PROGRAMME 1	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
CEO									
Compensation of Employees	4 175	4 801	4 966	4 984	193	5 177	6 214	6 306	6 653
Goods and Services	3 933	5 958	5 089	7 736	0	7 736	6 318	6 900	7 278
Payment for capital assets	23	169	12	0	0	0	0	28	29
<b>TOTAL</b>	<b>8 131</b>	<b>10 928</b>	<b>10 067</b>	<b>12 720</b>	<b>0</b>	<b>12 913</b>	<b>12 532</b>	<b>13 234</b>	<b>13 960</b>

## 5.2. PROGRAMME 2: FINANCE

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

### 5.2.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

#### Sub-Programme 2.1: Chief Financial Officer

STRATEGIC OBJECTIVE		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
2.1	Financial and administrative support to all (04) programmes provided	12 reports produced and submitted to LEDET	12 reports produced and submitted to LEDET	12 reports produced and submitted to LEDET	28 reports produced	28 reports produced	28 reports produced	28 reports produced

### 5.2.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
2.1.1	Number of in-year monitoring reports submitted to Provincial Treasury and LEDET	12	12	12	12	12	12	12



PROGRAMME PERFORMANCE INDICATOR	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
2.2.1 Number of IT reports produced	12	12	12	12	12	12	12

PROGRAMME PERFORMANCE INDICATOR	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
2.3.1 Number of Human Resources reports produced	4	4	4	4	4	4	4

### 5.2.3. QUARTERLY TARGETS FOR 2019/20

#### *Sub-Programme 2.1: Chief Financial Officer*

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGET			
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
2.1.1 Number of in-year monitoring 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

### 5.2.4. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

#### *Expenditure estimates - Sub-Programme 2.1: Chief Financial Officer*

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18	2018/19			2019/20	2020/21	2021/22
CF0									
Compensation of Employees	5 084	5 294	4 575	7 858	-1 585	6 273	6 816	6 745	6 524
Goods and Services	2 891	3 381	4 846	3 151	-95	3 056	3 388	4 030	4 843
Payment for capital assets	171	316	145	0	0	0	0	0	0
<b>TOTAL</b>	<b>8 146</b>	<b>8 991</b>	<b>9 566</b>	<b>11 009</b>	<b>-1 680</b>	<b>9 329</b>	<b>10 204</b>	<b>10 775</b>	<b>11 367</b>

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

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
CFO									
Compensation of Employees	1 215	1 321	1 441	1 885	-125	1 760	1 679	1 815	1 915
Goods and Services	389	346	808	811	173	984	1 183	1 278	809
Payment for capital assets	284	132	462	987	176	1 163	1 000	31	33
<b>TOTAL</b>	<b>1 888</b>	<b>1 799</b>	<b>2 711</b>	<b>3 683</b>	<b>224</b>	<b>3 907</b>	<b>3 862</b>	<b>3 124</b>	<b>2 757</b>

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

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
CFO									
Compensation of Employees	2 718	2 896	3 034	3 871	-502	3 369	3 404	3 680	3 882
Goods and Services	461	397	913	824	50	874	975	771	811
Payment for capital assets	0	99	57	0	0	0	0	0	0
<b>TOTAL</b>	<b>3 179</b>	<b>3 392</b>	<b>4 004</b>	<b>4 695</b>	<b>-452</b>	<b>4 243</b>	<b>4 379</b>	<b>4 451</b>	<b>4 693</b>

### 5.3. PROGRAMME 3: COMPLIANCE

The purpose of this programme is to:

- Promote responsible gambling through visibility and awareness.
- To ensure that gambling activities are compliant with relevant legislations.

#### 5.3.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

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

STRATEGIC OBJECTIVE	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
3.1 Ensured a regulated, equitable and socially responsible gambling environment	Regulated 100% of gambling industry, issued 09 Licenses, conducted 16 inspections, conducted 13 Compliance Audits, 10 Levy Audits and 2 Monitoring audits	Regulated 100% of gambling industry, issued 26 Licenses, conducted 44 inspections, conducted 23 Compliance Audits, 18 Levy Audits and 2 Monitoring audits	Regulated 100% of gambling industry, issued 28 Licenses, conducted 48 inspections, conducted 24 Compliance Audits, 18 Levy Audits and 2 Monitoring audits	Regulated 100% of gambling industry, issued 10 Licenses, conducted 48 inspections, conducted 24 Compliance Audits, 18 Levy Audits and 2 Monitoring audits	Regulated and compliant gambling industry, issued 10 Licenses, conducted 48 inspections, conducted 26 Compliance Audits, 20 Levy Audits and 2 Monitoring audits	Regulated and compliant gambling industry, issued 10 Licenses, conducted 50 inspections, conducted 26 Compliance Audits, 20 Levy Audits and 2 Monitoring audits	Regulated and compliant gambling industry, issued 20 Licenses, conducted 50 inspections, conducted 26 Compliance Audits, 20 Levy Audits and 2 Monitoring audits

### 5.3.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

#### Sub-Programmes

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<b>SUB-PROGRAMME 3.1: RESPONSIBLE GAMBLING CAMPAIGNS</b>								
3.1.1	Number of responsible gambling campaigns conducted	2	4	2	4	12	16	20
<b>SUB-PROGRAMME 3.2: LICENSING AND INVESTIGATION</b>								
3.2.1	Number of corporate licences issued	20	20	20	10	10	10	20
<b>SUB-PROGRAMME 3.3: GAMBLING CONTROL</b>								
3.3.1	Number of compliance inspections conducted	15	44	48	48	48	50	50
<b>SUB-PROGRAMME 3.4: COMPLIANCE AUDIT</b>								
3.4.1	Number of compliance audits conducted	13	24	24	24	26	26	26
3.4.2	Number of levy audits conducted	10	18	18	18	20	20	20
3.4.3	Number of monitoring audits conducted	2	2	2	2	2	2	2

### 5.3.3. QUARTERLY TARGETS FOR 2019/20

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

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	Quarterly	12	4	3	2	3

#### 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	10	2	3	3	2

#### 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 inspections conducted	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 audits conducted	Quarterly	26	6	7	6	7
3.4.2	Number of levy audits conducted	Quarterly	20	4	6	5	5
3.4.3	Number of monitoring audits conducted	Bi-Annual	2	0	1	0	1

### 5.3.4. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

#### Expenditure estimates

PROGRAMME 3	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
COMPLIANCE	2014/15	2015/16	2016/17	2018/19			2019/20	2020/21	2021/22
Compensation of Employees	9 891	10 420	11 534	14 913	-906	14 007	14 822	16 837	17 763
Goods and Services	1 199	5 413	4 023	2 911	-284	2 627	3 491	3 657	3 859
Payment for capital assets	0	1 335	79	0	0	0	0	0	0
<b>TOTAL</b>	<b>11 090</b>	<b>17 168</b>	<b>15 636</b>	<b>17 824</b>	<b>-1 190</b>	<b>16 634</b>	<b>18 313</b>	<b>20 494</b>	<b>21 622</b>

### 5.4. PROGRAMME 4: LAW ENFORCEMENT

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

#### 5.4.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

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

STRATEGIC OBJECTIVE		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2015/16	2016/17	2017/18	2018/19	2019/2020	2020/21	2021/22
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 conducted  130 crime awareness campaigns conducted	360 investigations of illegal gambling activities conducted  130 crime awareness campaigns conducted	360 investigations of illegal gambling activities conducted  140 crime awareness campaigns conducted	360 investigations of illegal gambling activities conducted  140 crime awareness campaigns conducted



#### 5.4.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2015/16	2016/17	2017/18	2018/19	2019/2020	2020/21	2021/22
4.1.1	Number of crime awareness campaigns conducted	68	78	120	130	130	140	140
4.1.2	Number of investigations on illegal gambling activities conducted	360	360	360	360	360	380	380

#### 5.4.3. QUARTERLY TARGETS FOR 2019/20

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	130	42	34	20	34
4.1.2	Number of investigations on illegal gambling activities conducted	Quarterly	360	120	90	60	90

#### 5.4.4. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

##### *Expenditure estimates*

PROGRAMME 4	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2015/16	2016/17	2017/18				2018/19	2019/20	2020/21
<b>LAW ENFORCEMENT</b>									
Compensation of Employees	3 894	4 062	4398	5 563	-237	5 326	5 401	5 838	6 159
Goods and Services	411	1 032	950	1 308	-67	1 241	1 210	936	987
Payment for capital assets	452	452	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>4 757</b>	<b>5 546</b>	<b>5 348</b>	<b>6 871</b>	<b>-304</b>	<b>6 567</b>	<b>6 611</b>	<b>6 774</b>	<b>7 146</b>



PART C

# LINKS TO OTHER PLANS





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

N/A

## **7. CONDITIONAL GRANTS**


N/A

## **8. PUBLIC ENTITIES**

N/A

## **9. PUBLIC-PRIVATE PARTNERSHIP**

N/A



ANNEXURE D

# AMENDMENTS TO STRATEGIC PLAN 2015-2020



## PART A

# STRATEGIC OVERVIEW

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

We have, however, amended the following information:

### LEGISLATIVE AND OTHER MANDATES

- The Limpopo Gambling Act no. 3 of 2013 has been promulgated.
- The Limpopo Gambling Regulations are in the process of being reviewed.

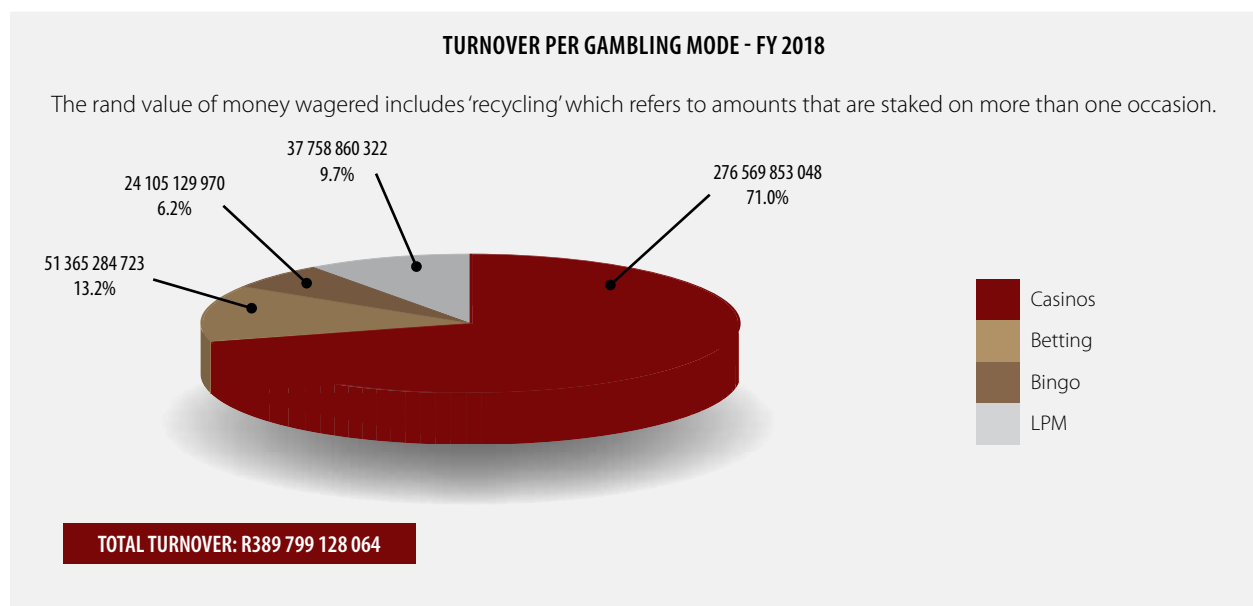
### SITUATIONAL ANALYSIS

#### PERFORMANCE OF THE GAMBLING INDUSTRY IN SOUTH AFRICA

A review of the National Gambling Board's Statistics report on the audited National Gambling statistics of the 2017/18 financial year provides a national picture of how the different gambling sectors have performed financially in South Africa. A summary of the National Gambling statistics report is presented below, to indicate how the gambling industry has performed and how the Limpopo Province compares to other Provinces historically and in 2017/18.

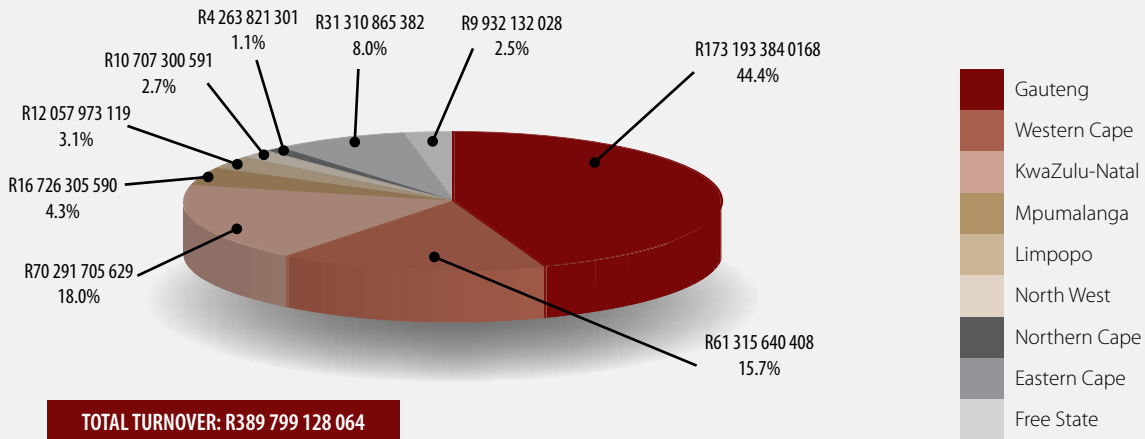
As detailed in the charts below, in the 2018 financial year the Total Turnover of the Gambling industry in South Africa amounted to R 389 billion. The contribution per gambling sector was as follows, Casino sector 71.0%, Betting Sector 13.2%, Bingo sector 6.2% and the LPM sector 9.7%.

The Limpopo Province contributed 3.1% to the national gambling turnover.



### TURNOVER PER PROVINCE - FY 2018

The rand value of money wagered includes 'recycling' which refers to amounts that are staked on more than one occasion.

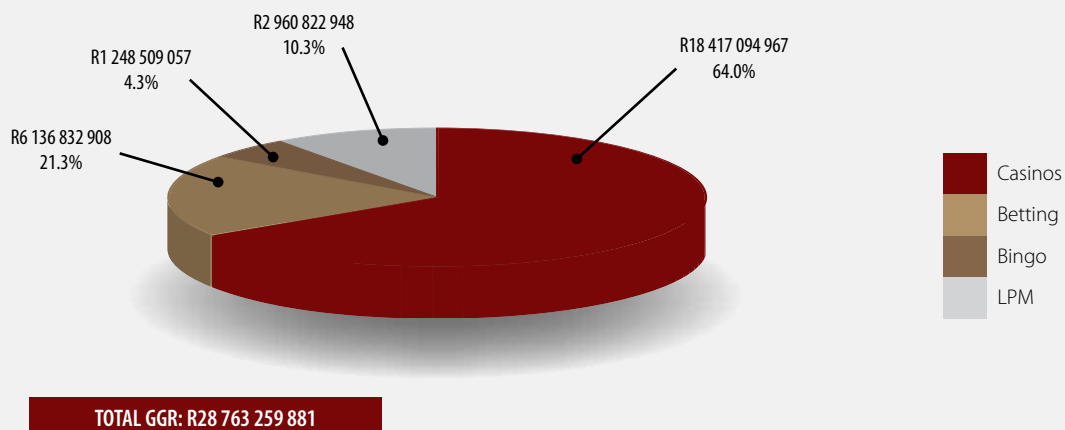


GGR for the gambling industry of South Africa in the 2017/18 financial year amounted to R28.7 billion. The contribution to the total GGR per sector was as follows, casino sector – 64.0%, Betting sector – 21.3%, Bingo Sector – 4.3% and the LPM sector - 10%.

The Limpopo Province contributed 3.7% to the national gambling GGR.

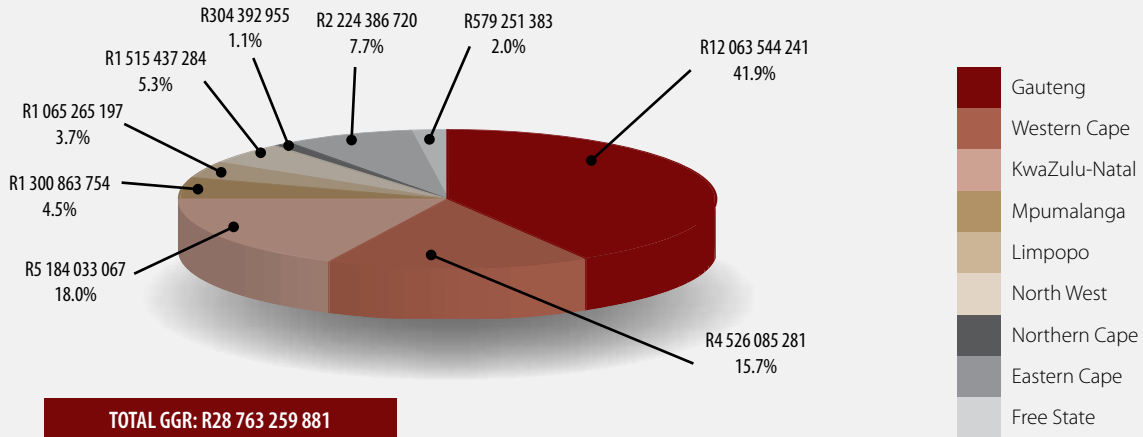
### GGR PER GAMBLING MODE - FY 2018

Rand value of the gross revenue of an operator



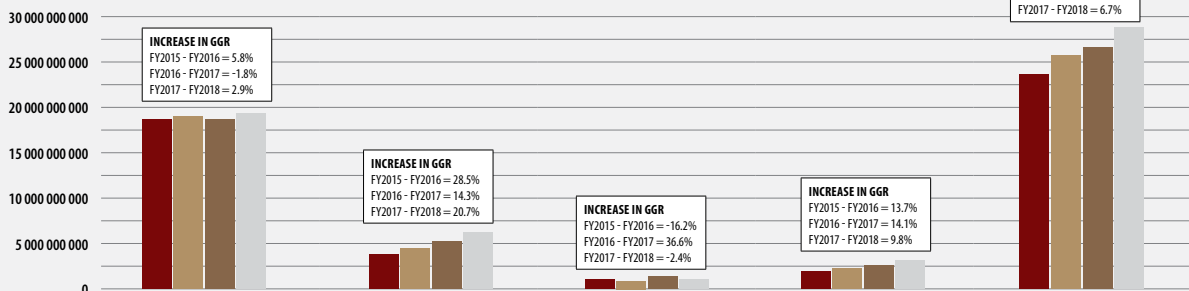
### GGR PER PROVINCE - FY 2018

The rand value of money wagered includes 'recycling' which refers to amounts that are staked on more than one occasion.



Overall, GGR increased by 8.8% to R26,0 billion in FY2016, by 3.8% to R27,0 billion in FY2017 and by 6.7% to R28.7 billion FY 2018. A total amount of R 28 763 259 881 in GGR was generated during FY2017. During FY2018 casinos accounted for the highest GGR generated, being 64% as compared to other gambling modes. Compared to all other Provinces, Gauteng at a 41% share, accounted for the highest amount of GGR generated.

### INCREASE IN GGR (ALL MODES): FY2015 - FY2018



	GGR Casino	GGR Betting	GGR Bingo	GGR LPM	TOTAL
GGR, FY2015	17 234 928 081	3 462 994 717	1 116 673 081	2 079 338 389	23 893 934 269
GGR, FY2016	18 236 685 695	4 448 765 756	936 166 348	2 363 501 788	25 985 119 588
GGR, FY2017	17 900 747 071	5 085 630 664	1 278 664 383	2 696 846 443	26 961 888 560
GGR, FY2018	18 417 094 967	6 136 832 908	1 248 509 057	2 960 822 948	28 763 259 881

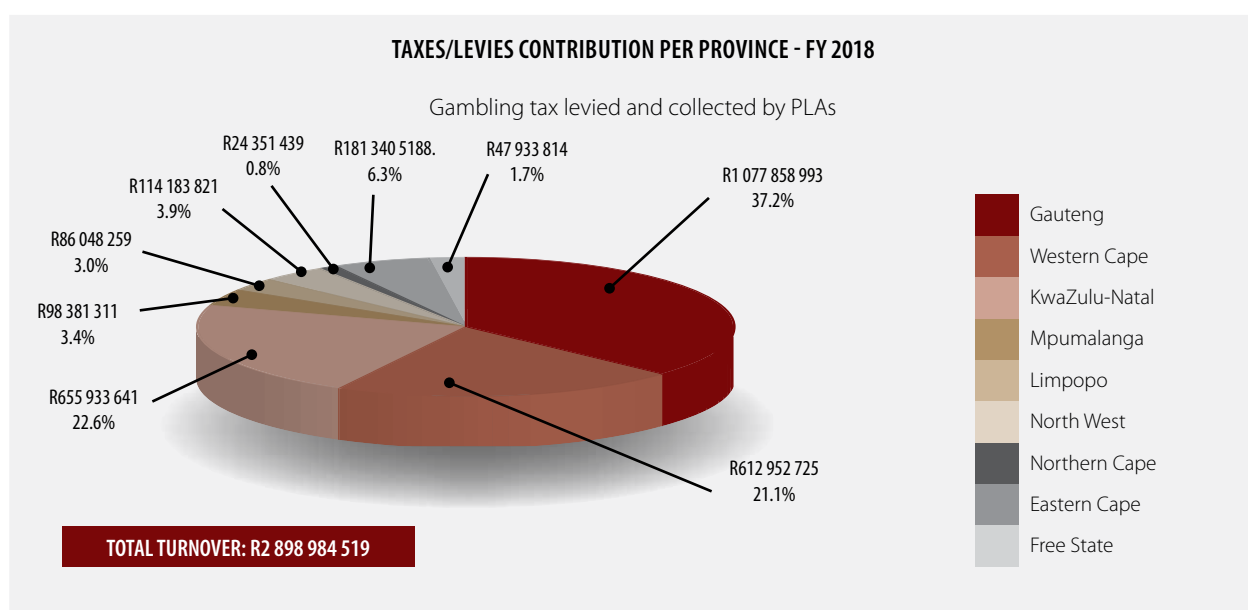
GGR generated in the casino sector represented 64% of the total amount of GGR generated in FY2018 compared to the other legalised gambling sectors (betting on sport and horse racing, LPM & bingo). A 5.8% increase in GGR generated by the casino sector has been recorded for the period between FY2015 (R 17 234 928 081) to FY2016 (R 18 236 685 695), by -1.8% to FY2017 (17 900 747 071) and increased by 2.9% to FY2018 (R 18 417 094 967). The slight increase in the generation of GGR from FY2017 to FY2018 can, amongst others, be attributed to the increase of operational positions in Gauteng, Limpopo, Kwazulu Natal, North West, Western Cape, Mpumalanga, Northern Cape, Eastern Cape and Free State.

GGR generated in the betting on horse racing and sport sector represents 21.3% of the total amount of GGR generated in FY2018 compared to the other legalised gambling sectors (casino, LPM & bingo). Noticeable increases in GGR generated in the betting industry have been recorded i.e. by 28.5% from FY2015 to FY2016, by 14.3% from FY2016 to FY2017 and by 20.7% from FY2017 to FY2018. This is mainly as a result of increases in the generation of GGR by bookmakers offering betting on sport.

GGR generated in the Bingo sector represented 4.3% of the total amount of GGR generated by all licensed gambling modes in FY2018. Slight decrease in GGR generated has been recorded in the Bingo industry for FY2018, i.e. decrease by -16.2% from FY2015 to FY2016, increase by 36.6% from FY2016 to FY2017 and decrease by -2.4% from FY2017 to FY2018. The decrease in GGR can be attributed to the slight increase in payouts to punters.

GGR generated in the LPM sector represented 10.3% of the total amount of GGR generated by all licensed gambling modes in FY2017. Significant increases in GGR generated have been recorded in the LPM industry - by 13.7% from FY2015 to FY2016, by 14.1% from FY2016 to FY2017 and by 9.8% from FY2017 to FY2018. The increase in GGR can be attributed to the increase of active LPMs in all Provinces.

In general, the collection of taxes/levies increased by 10.7% from R2,2 billion to R2,5 billion in FY2015, by 11.9% to R2,8 billion in FY2016, however decreased by 1.0% to R2,7 billion in FY2017 and increased by 5.7% to R2,9 billion in FY2018. A total amount of R 2 898 984 519 in taxes/levies was collected during FY2018. During FY2018, at 64.8%, casinos contributed the highest amount of taxes/levies paid by comparison with other gambling modes. At 37.2% Gauteng accounted for the highest amount of taxes/levies paid compared to all other Provinces.





## ORGANISATIONAL ENVIRONMENT

All 6 critical posts are filled.

The following six (6) critical posts are filled

- Chief Executive Officer
- Chief Financial Officer
- Senior Manager Finance
- Senior Manager Compliance
- Senior Manager Legal
- Senior Manager Law-Enforcement

## STRATEGIC PLANNING PROCESS

The following stakeholders were consulted during the process:

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

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

## PROGRAMME 2: FINANCE

### *Sub-Programme 2.1 Chief Financial Officer*

Financial and administrative support to all (4) programmes provided.

**PROGRAMME 3: COMPLIANCE**

Ensured a regulated, equitable and socially responsible gambling environment.

**PROGRAMME 4: LAW ENFORCEMENT**

Reduced 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 and strategic 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 Annual Performance Plan

RESOURCE CONSIDERATIONS		
<b>Human Resource Requirements</b>	Skills	Communication, leadership and ability to develop strategic plans
	Numbers	1
	Skills	Review, evaluate and verify controls.
	Numbers	1
	Skills	Recruitment of 1 x staff member to compile strategic, annual and operational plans. Fulfil monitoring and verification checks and compile performance reports.
	Numbers	1
<b>Infrastructure</b>	Specific buildings, vehicles or other	N/A
	Maintenance requirements	N/A
<b>ICT Resource Requirements</b>	Technological requirements and needs	Laptops, Tablets, Cell Phones. Automated performance management monitoring and reporting system.
<b>Risk Management</b>	Risk identified	Non-monitoring of plans.
	Severity/Impact of risk	High.
	Mitigation strategies	Effective communication strategy.
	Risk identified	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.
	Severity/Impact of risk	High.
	Mitigation strategies	<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> </ol>

RESOURCE CONSIDERATIONS		
	Mitigation strategies (continued)	6. Investigate the feasibility of implementing and purchasing of ERM application. 7. Risk appetite levels must be set by the Audit Committee.
	Risk identified	No or inadequate internal or external audit conducted.
	Severity/Impact of risk	High (adverse global media coverage, Parliamentary enquiry, major public concerns raised, complete loss of stakeholder support).
	Mitigation strategies	To ensure adequate internal audit performed as per coverage plan. Ensure external audit performed.
	Risk identified	Not being able to measure achievements of performance information and accurate reporting.
	Severity/Impact of risk	High – as it will result in failure by the Board to attain certain targets as per mandate.
	Mitigation strategies	Quarterly verifications and reporting.

## PROGRAMME 2: FINANCE

The purpose of this programme is to ensure efficient and effective utilisation 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 In-Year Monitoring Reports

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

RESOURCE CONSIDERATIONS		
<b>Risk Management (continued)</b>	Risk identified	Under / over spending of budget as a result of potential ineffective measuring and monitoring processes and practices.
	Severity/Impact of risk	High.
	Mitigation strategies	Continuous monitoring of the budget.
	Risk identified	Inability to recover in the event of an ICT disaster.
	Severity/Impact of risk	High.
	Mitigation strategies	Disaster Recovery Plan and Business Continuity Plan.
	Risk identified	IT infrastructure not in support of business requirements and demand of LGB.
	Severity/Impact of risk	Medium-risk – High.
	Mitigation strategies	Offsite backup.
	Risk identified	No or inadequate IT governance.
	Severity/Impact of risk	High.
	Mitigation strategies	Quarterly awareness campaigns.
	Risk identified	Non-responsive HR function and support to LGB.
	Severity/Impact of risk	Medium risk to effectiveness and operations.
	Mitigation strategies	Motivate for appointment of required individual.
	Risk identified	Recruitment of unfit, unskilled and/or inexperienced people contrary to business requirements, needs and demands.
Severity/Impact of risk	Medium – High – Key executives and staff are lost due to the organisation not perceived as employer of choice.	
Mitigation strategies	Reference and implementation of recruitment policy.	

### 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.

<b>Strategic Objective</b>	Ensured a regulated, equitable and socially responsible gambling environment.
<b>Objective Statement</b>	Regulated 100% of gambling industry.
<b>Baseline</b>	95% compliance by issuing licences, performing audits and inspections.

RESOURCE CONSIDERATIONS		
<b>Human Resource Requirements</b>	Skills	Communication, Gambling Control, Investigations and Licensing and Audit.
	Numbers	Investigators: 3 Auditors: 4 Gambling Control Inspectors: 4
	Skills	Computer literacy, auditing, inspection and investigation.
	Numbers	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.

RESOURCE CONSIDERATIONS		
<b>Infrastructure (continued)</b>	Specific buildings, vehicles or other	Web-based license application system, web-based levy return submission system, audit software, data analysis software, furniture and fitting.
	Maintenance requirements	Annual upgrading and maintenance of systems
<b>ICT Resource Requirements</b>		2 projectors, 2 screens.
	Technological requirements and needs	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.
	Risk identified	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.
	Severity/Impact of risk	High.
	Mitigation strategies	Responsible gambling strategy approved by CEO. Conduct audits to ensure adherence to responsible gambling initiatives.
	Risk identified	Inadequate legislation to assist the LGB to carry out its mandate and strategies
	Severity/Impact of risk	High.
<b>Risk Management (continued)</b>	Mitigation strategies	Audits and monitoring of licensees.
	Risk identified	Gambling license terms and conditions not implemented and maintained.
	Severity/Impact of risk	High.
	Mitigation strategies	Continuous follow-up with LEDET regarding promulgation of the Act.
	Risk identified	Loss of revenue.
	Severity/Impact of risk	High.
	Mitigation strategies	Levy audits.
	Risk identified	Gambling activities contrary to legislative and socio-economic development requirements.
	Severity/Impact of risk	High.
	Mitigation strategies	LGB Legislation.
	Risk identified	Increased illegal gambling activities within the Province.
	Severity/Impact of risk	Very High.
Mitigation strategies	Compliance audits, inspections and monitoring reviews.	

## PROGRAMME 4: LAW ENFORCEMENT

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

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

### TECHNICAL INDICATOR 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>	Annually.
<b>New strategic objective</b>	Yes.
<b>Desired performance</b>	Improved institutional efficiency and delivery of services to communities.
<b>Strategic Objective responsibility</b>	Chief Executive Officer.

A new indicator is included under the Programme Governance for CSI projects from the 2017/18 financial year:

**PROGRAMME 1: GOVERNANCE**

**SUB-PROGRAMME 1.1: CHIEF EXECUTIVE OFFICER**

<b>Strategic Objective Number 2</b>	<b>Finance</b>
<b>Strategic Objective title</b>	Financial and administrative support to all (04) programmes provided.
<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>	Annually.
<b>New strategic objective</b>	No.
<b>Desired performance</b>	Improve efficiency through sound financial management.
<b>Strategic Objective responsibility</b>	Chief Financial Officer.

<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>	Regulate 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>	Annually.
<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>	Reduced 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>	Annually.
<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.

## PART C

# LINK TO OTHER PLANS

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

- The Correction was done in the 2016/17 APP.



The background of the page is a blurred image of a casino table. On the left, there are several tall stacks of red and white checkered chips. In the bottom left corner, there is a small stack of green chips. On the right side, a white Ace of Diamonds card is visible, showing the letter 'A' and a diamond symbol. The table surface is a light green felt. Two large, curved gold lines sweep across the top and bottom of the page, framing the central text.

# ANNEXURE E **TECHNICAL INDICATOR DESCRIPTIONS**

## PROGRAMME 1: GOVERNANCE

### SUB-PROGRAMME 1.1: CHIEF EXECUTIVE OFFICER

#### INDICATOR NUMBER 1.1.1

<b>Indicator title</b>	<b>Number of internal audit coverage plans produced.</b>
<b>Short description</b>	Submission of the annual internal audit plan to the Audit Committee.
<b>Purpose</b>	Ensuring that internal audit executes the audit as planned and reporting 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 Chief Financial Officer.
<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>	Non-Cumulative.
<b>Reporting cycle</b>	Annually.
<b>New indicator</b>	No.
<b>Desired performance</b>	The indication of adherence to the coverage plan and policies and internal controls of the Board.
<b>Indicator responsibility (owner)</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.

## PROGRAMME 1: GOVERNANCE

### SUB-PROGRAMME 1.1: CHIEF EXECUTIVE OFFICER

#### INDICATOR NUMBER 1.1.2

<b>Indicator Title</b>	<b>Number of risk reports produced.</b>
<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. Risk Management Officer 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. Risk Management Officer to issue template to be used for quarterly reporting. Management to submit their quarterly reports per business unit to the Risk Management Officer.
<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>	No.
<b>Desired performance</b>	Enduring mitigation of risks.
<b>Indicator responsibility (owner)</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.



## PROGRAMME 1: GOVERNANCE

### SUB-PROGRAMME 1.1: CHIEF EXECUTIVE OFFICER

#### INDICATOR NUMBER 1.1.3

<b>Indicator Title</b>	<b>Number of quarterly performance reports submitted to LEDET.</b>
<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>	Quarterly reports submitted to LEDET and/or Minutes of the quarterly Monitoring & Evaluation meetings.
<b>Method of calculation</b>	Number of Reports and assurance certificates.
<b>Data limitations</b>	Unrealistic objectives.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Adherence to the targets on the APP.
<b>Indicator responsibility</b>	Chief Executive Officer.
<b>Indicator Updater</b>	Chief Financial Officer.

## PROGRAMME 1: GOVERNANCE

### SUB-PROGRAMME 1.1: CHIEF EXECUTIVE OFFICER

#### INDICATOR NUMBER 1.1.4

<b>Indicator Title</b>	<b>Number of CSI projects initiated.</b>
<b>Short description</b>	Donations to identified stakeholders in the Province.
<b>Purpose/importance</b>	To give assistance to stakeholders identified by the Board. To promote LGB during activities hosted by the Departments and entities in the Province. To promote BBBEE and SMME's.
<b>Source/collection of data</b>	Commitment letters, attendance register programme.
<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>	No.
<b>Desired performance</b>	The impact the Board will have on stakeholders, youth, women and the disabled by promoting quality and efficiency to the identified stakeholders.
<b>Indicator responsibility (owner)</b>	Chief Executive Officer.
<b>Indicator updater</b>	Chief Financial Officer.

## PROGRAMME 2: FINANCE

### SUB-PROGRAMME 2.1: CHIEF FINANCIAL OFFICER

#### INDICATOR NUMBER 2.1.1

<b>Indicator Title</b>	<b>Number of in-year monitoring reports submitted to Provincial Treasury and LEDET.</b>
<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 to indicate the actual spending against the budget of the Board.
<b>Source/collection of data</b>	Monthly and annual Revenue reports and IYM report submitted to LEDET & Treasury.
<b>Method of calculation</b>	% of actual revenue and expenditure against budget projections.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<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>	<b>Number of Information Technology reports produced.</b>
<b>Short description</b>	Monitoring of ICT network performance in the organisation.
<b>Purpose/importance</b>	To ensure the Board complies with the ICT framework.
<b>Source/collection of data</b>	Monitoring the up / down time of the server and all applications running on the server.
<b>Method of calculation</b>	Simple counting number of reports produced.
<b>Data limitations</b>	Unforeseen downtime of network.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	To ensure a compliant computing environment.
<b>Indicator responsibility (owner)</b>	Information Technology Manager.
<b>Indicator updater</b>	Information Technology Manager.



## PROGRAMME 2: FINANCE

### SUB-PROGRAMME 2.3: HUMAN RESOURCES MANAGEMENT

#### INDICATOR NUMBER 2.3.1

<b>Indicator Title</b>	<b>Number of Human Resources reports produced.</b>
<b>Short description</b>	Number of Human Resources reports regarding HR related matters.
<b>Purpose/importance</b>	To ensure compliance to the HR processes and relevant Legislation.
<b>Source/collection of data</b>	Quarterly reports within the HR Division.
<b>Method of calculation</b>	Total number of reports for the period
<b>Data limitations</b>	Unforeseen termination.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Efficiency of the organisation.
<b>Indicator responsibility (owner)</b>	Human Resources Manager.
<b>Indicator updater</b>	Human Resources Manager.

## PROGRAMME 3: COMPLIANCE

### SUB-PROGRAMME 3.1: RESPONSIBLE GAMBLING CAMPAIGNS CONDUCTED

#### INDICATOR NUMBER 3.1.1

<b>Indicator Title</b>	<b>Number of Responsible Gambling Campaigns conducted.</b>
<b>Short description</b>	Responsible Gambling Awareness Campaigns conducted including public educational and awareness campaigns. The campaigns will include planned and unscheduled campaigns.
<b>Purpose/importance</b>	To raise public awareness on the effects of excessive gambling and the services offered by the South African Responsible Gambling Foundation.
<b>Source/collection of data</b>	<ol style="list-style-type: none"> <li><b>Planned Responsible gambling Activities:</b> Attendance registers and activity communication.</li> <li><b>Responsible gambling activities through invitations by external stakeholders:</b> Invitation communication, pictures or videos and where possible presentations.</li> </ol>
<b>Method of calculation</b>	Count number of Responsible Gambling Campaigns.
<b>Data limitations</b>	None.
<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>	Quarterly Responsible gambling campaigns performed and increased public awareness on responsible gambling.
<b>Indicator responsibility (owner)</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>	<b>Number of corporate Licences issued.</b>
<b>Short description</b>	New corporate licences issued. This includes but is not limited to Bingo Operator, Bingo Site, Bookmaker Operator, Bookmaker Site, Totalizator Site, LPM Site, Certificate of Suitability. Licences issued are based on completed applications received from applicants. Completed Applications are investigated and investigation reports are prepared and presented to the Board for approval.
<b>Purpose/importance</b>	To ensure that all gambling entities are licensed
<b>Source/collection of data</b>	Application documents received, Investigation reports, Board resolutions, and copies of the issued licences.
<b>Method of calculation</b>	Count number of corporate licences issued.
<b>Data limitations</b>	The licences to be issued are dependent on the number of applications received. A licence can only be issued after the Board has considered and adjudicated on the application. Some LPM Site Licences require approval from external parties like National Gambling Board and the Liquor Board. Declined and unsuccessful applications are not excluded.
<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>	All qualifying corporate licence applications being granted a licence.
<b>Indicator responsibility (owner)</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>	<b>Number of Compliance inspections conducted.</b>
<b>Short description</b>	Number of compliance inspections conducted per licensee for the reporting period.
<b>Purpose/importance</b>	To ensure that licensees adhere to gambling legislation and licence conditions.
<b>Source/collection of data</b>	Inspection reports.
<b>Method of calculation</b>	Count number of Inspections conducted.
<b>Data limitations</b>	None.
<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>	100% adherence to legislation and licence conditions.
<b>Indicator responsibility (owner)</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>	<b>Number of compliance audits conducted.</b>
<b>Short description</b>	Performance of Compliance Audits to ensure that licensees are compliant with the Limpopo Gambling Act, Regulation, Rules and Licence Conditions.
<b>Purpose/importance</b>	To ensure that all licensees adhere to the Limpopo Gambling Act, Regulation, Rules and Licence Conditions.
<b>Source/collection of data</b>	Compliance Audit reports.
<b>Method of calculation</b>	Count number of compliance audits conducted.
<b>Data limitations</b>	None.
<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>	100% adherence to gambling legislation and licence conditions.
<b>Indicator responsibility (owner)</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>	<b>Number of levy audits conducted.</b>
<b>Short description</b>	Performance of Levy Audits to ensure compliance by Licensees with the Limpopo Gambling Act no. 3 of 2013, Regulation, Rules and Licence Conditions.
<b>Purpose/importance</b>	To ensure that all licensees adhere to the Limpopo Gambling Act no. 3 of 2013, Regulation, Rules and Licence Conditions.
<b>Source/collection of data</b>	Levy audit reports.
<b>Method of calculation</b>	Count number of Levy Audits conducted.
<b>Data limitations</b>	None.
<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>	100% adherence to Gambling Legislation.
<b>Indicator responsibility (owner)</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>	<b>Number of monitoring audits conducted.</b>
<b>Short description</b>	To monitor the Licensees' compliance with Bid commitments and licence conditions. The findings will be recorded in the Monitoring reports. The Monitoring report is final once signed off by the Senior Manager: Compliance or delegated Manager and the Chief Executive Officer.
<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 number of Monitoring Audits conducted.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Outcome.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Bi-Annual.
<b>New indicator</b>	No.
<b>Desired performance</b>	100% adherence to legislations.
<b>Indicator responsibility (owner)</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>	<b>Number of crime awareness campaigns conducted.</b>
<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>	Count number of crime awareness campaigns conducted.
<b>Data limitations</b>	Communities not responding to meetings.
<b>Type of indicator</b>	Activity.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	Improved skills in facilitation and communication processes.
<b>Indicator responsibility (owner)</b>	Senior Manager: Law Enforcement.
<b>Indicator updater</b>	Senior Manager: Law Enforcement.





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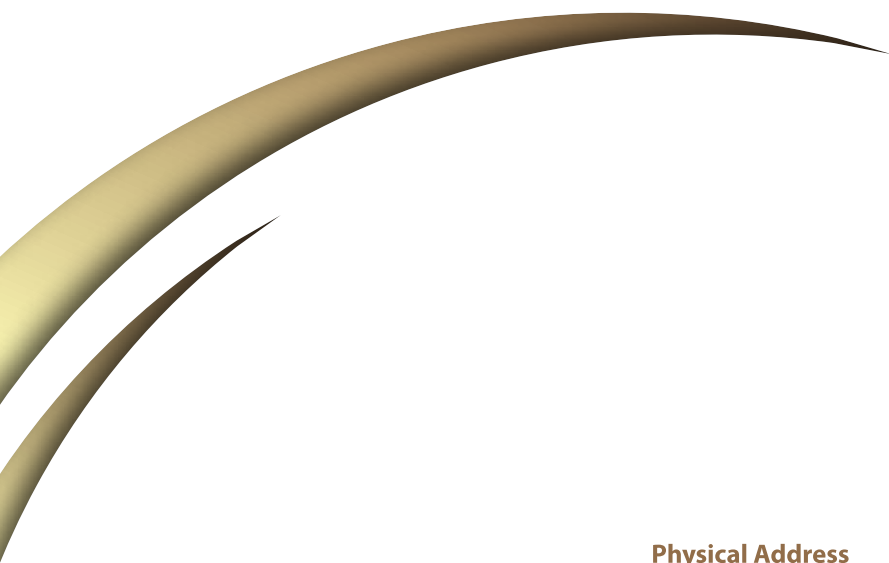
### SUB-PROGRAMME 4.1: LAW ENFORCEMENT

#### INDICATOR NUMBER 4.1.2

<b>Indicator Title</b>	<b>Number of investigations on illegal gambling activities conducted.</b>
<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.
<b>Method of calculation</b>	Number of illegal gambling activities identified, divided 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>	Activity.
<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 will therefore render the process cumulative.
<b>Reporting cycle</b>	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 (owner)</b>	Senior Manager: Law Enforcement.
<b>Indicator Updater</b>	Senior Manager: Law Enforcement.







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