



**ANNUAL**  
performance plan  

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**2018/19**



# FOREWORD BY THE MEMBER OF EXECUTIVE COUNCIL

Honourable Seaparo C. Sekoati

Government enters its fourth year of implementing the Medium Term Strategic Framework (2014-2019) and LGB is committed to achieve our mandate as outlined by LEDET derived from the Constitution of the Republic, NDP, LDP and other relevant Legislations. The Board's mandate is straightforward as it is about regulating the gambling industry in a responsible and ethical manner for the benefit of the Province by ensuring compliance with legislation, promoting responsible gambling, and facilitating sustainable local economic development. Through this APP, the Board outlines its service delivery priorities for implementation in the 2018/19 financial year. The Board will strive to achieve these priorities, despite our limited resources at our disposal and the country being technically in recession. This environment calls for creativity and innovation in using these limited resources efficiently and effectively. The Board commits itself never to compromise our mandate in all five districts of the Province, as well as contributing to radical socio-economic transformation.

In setting our priorities for the 2018/19 financial year, we took cognisance of the evidence that the Licensees have increased, as we have added 7 Bingo outlets in the Province. This will enhance the revenue collection of the Province.

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

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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 2018/19 financial year.



**Ms. Penny Venter**

Official Responsible for Compiling



**Ms. Yvonne Mathabatha**

(Acting) 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

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<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 Services and Administration
<b>DTI</b>	Department of Trade and Industry
<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	219
Bookmaker Operators	8
Bookmaker Sites	93
Totalisators	1
Totalisator Sites	25
Bingo Operators	5
Bingo Sites	7

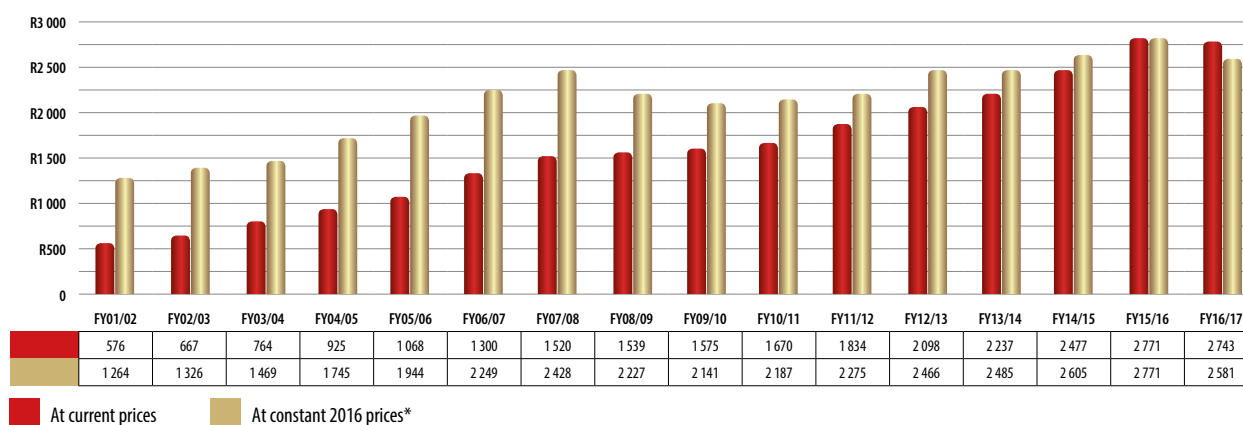
#### REVENUE GENERATION

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, Totalisator Sites increased from 19 in 2013 to 25 in 2017. The first Bingo Site was opened on 31 March 2017 in Bochum.

The levies and fees have grown substantially over the years from R28 million in 2011/12 to R 86 million in 2016/17. The revenue generated is projected to further increase to R 102 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:

**TREND IN TAXES/LEVIES – FY2001/02 TO FY2016/17 (ALL MODES AND PROVINCES)**  
GAMBLING TAX LEVIED AND COLLECTED BY PLAS



\*2016 Constant prices, Reserve Bank

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.

### EMPLOYMENT EQUITY FOR 2015/15 – 2016/17 & PROJECTED FIGURES FOR 2017/18 – 2020/21

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Casinos	709	728	762	790	800	810	830
Limited Payout Machines	888	733	976	1060	1100	1300	1350
Bookmakers and Totalizators	772	1034	1232	1500	1800	1900	1950
Bingo	0	0	25	295	320	350	370

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.

## 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%	44%	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 OPERATORS	TOTAL	GOLDRUSH	VUKANI
% Black Owned	80.2%	87.5%	72.9%

TOTALIZATOR	PHUMELELA
% Black Owned	22.46%



## 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:

INFRASTRUCTURE DEVELOPMENT	MEROPA CASINO	KHORONI CASINO	THABA MOSHATE CASINO
Total capital investment	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 and socio economic impact of gambling in the Limpopo Province was scheduled to be conducted during 2017/18; however, it was postponed due to the delays in the opening of five (5) Bingo and forty two (42) Bookmaker Sites whose impact would have needed to be considered in the research. The research was thus rescheduled to be conducted during the 2018/19 financial year.

## BINGO APPLICATIONS

Seven (7) Bingo Site Licences are expected to be operational by the end of the 2nd Quarter of 2018/19, and they are expected to operate at least one thousand and fifty four (1054) 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 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.

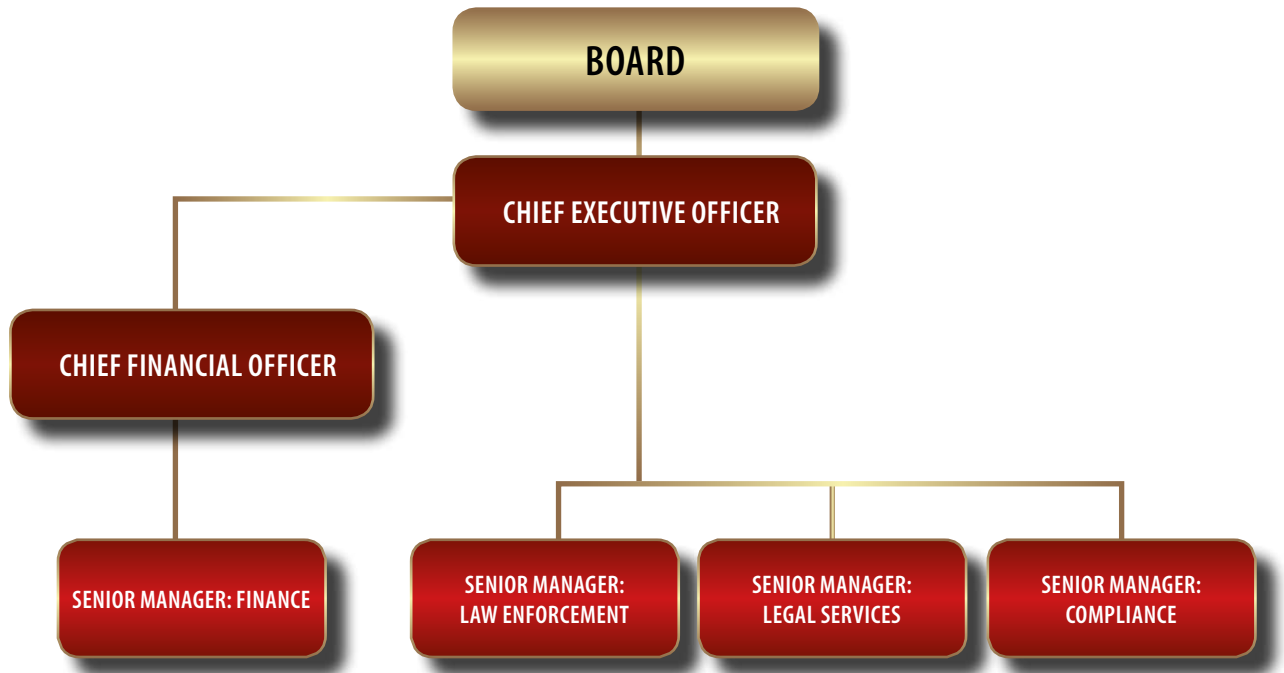
### c) Illegal Online Gambling

The rapidly increasing numbers on illegal online gambling activities remain a nightmare within Limpopo Province. Law Enforcement Unit persists in the investigation of this scourge in collaboration with SAPS, NPA, SARS, Department of Home Affairs, Labour, Traffic and Casino Association of South Africa (CASA). Between January and September 2017, eight (8) illegal online gambling shops were investigated; raided and illegal gambling machines and money were confiscated by Limpopo Gambling Board Inspectors and members of the SAPS. Out of eight (8) investigations, three (3) cases were lost through the North Gauteng High Court, situated in Polokwane as a result of Search and Seizure warrant been challenged by the defence Attorney and set aside.

There are currently five (5) prosecutions regarding illegal online gambling conducted within the Districts and Regional courts at Groblersdal, Polokwane, Marble Hall, Modimolle and Senwabarwana.

## 1.2. ORGANISATIONAL ENVIRONMENT

The structure is depicted in the diagram below:



BUSINESS UNIT	HEAD COUNT	FILLED	FROZEN	VACANT
CEO	5	4	0	1
Compliance	22	19	2	1
Law Enforcement	10	9	1	0
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 review of the structure is still in progress.

### 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 Rules will be finalised after promulgation of the Regulations.

## 3. OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

### 3.1. EXPENDITURE ESTIMATES

- The estimated budget for 2018/19 is R71.4 million. The provision for leave of R3.7 million is included to make it R75.1 million.
- The provision for leave is a non-cash item, as per the Practice Note 2 of 2013, which prohibits the capitalisation of leave.

#### a) Budget for programmes for the Period 2018/2019 to 2020/2021

	OUTCOME			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM TERM ESTIMATES		
	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
Programme 1: Governance	7 422	8 126	10 921	13 326	-115	13 211	12 720	14 933	15 755
Programme 2: Finance	7 627	7 970	8 156	9 723	-286	9 437	11 009	10 855	11 451
Sub-Programme: HR	2 830	3 320	3 392	4 318	281	4 599	4 695	4 838	5 105
Sub-Programme: Supply Chain	16 467	16 557	15 276	17 241	-380	16 861	18 383	19 317	20 379
Sub-Programme: IT	1 512	1 790	1 791	2 373	420	2 793	3 683	2 659	2 805
Programme 3: Compliance	10 362	11 181	17 168	17 743	0	17 743	17 824	19 868	20 962
Programme 4: Law Enforcement	4 226	4 303	5 524	6 084	80	6 164	6 871	6 823	7 198
<b>Total Budget Estimates for the Vote</b>	<b>50 446</b>	<b>53 247</b>	<b>62 228</b>	<b>70 808</b>	<b>0</b>	<b>70 808</b>	<b>75 185</b>	<b>79 293</b>	<b>83 655</b>

#### b) Budget Economic Classification for the Period 2018/19 to 2020/21

	OUTCOME			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM TERM ESTIMATES		
	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
Compensation of employees	25 986	29 378	31 066	37 068	1 500	38 568	42 705	44 243	47 049
Goods and services	24 456	23 653	27 630	33 040	2 441	30 599	31 455	34 899	36 465
Payments of capital assets	4	216	3 532	700	941	1 641	1 025	151	141
<b>Total Economic Classification</b>	<b>50 446</b>	<b>53 247</b>	<b>62 228</b>	<b>70 808</b>	<b>0</b>	<b>70 808</b>	<b>75 185</b>	<b>79 293</b>	<b>83 655</b>

#### COMPENSATION OF EMPLOYEES

- There is a nominal growth rate for 2018/19 of 15.7%.
- The Board has approved the post of the Manager Internal Control.
- The Board is planning to employ 06 interns during the 2018/19 financial year at a rate of R 4000pm each.

- The medical was under budgeted in 2017/18 and in 2018/19 the annual inflationary increment is estimated at 15% based on the medical aid trends.

#### GOODS AND SERVICES

- There is a nominal decrease rate for 2018/19 of 5.3%.
- The decrease is caused by the following:
  - a) The consultation and research.
  - b) Travel and subsistence was over stated in 2017/18.
  - c) The Board allowances have been reduced based to the National Treasury Framework on Board Remuneration.
  - d) The overseas trips have been reduced based on the National Treasury Instruction Note No. 03 of 2017/18 which limits number of officials.

#### CAPITAL ASSETS

- There is a nominal increase of 46.4% due to buying ICT Server.

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

The Board has a total budget of R71.4million for the financial year 2018/19.

Budget estimates will be used as follows:

<b>Programme 1: Governance</b>	Governance has been allocated the budget of R 12.7 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 R37.4 million, which is distributed to the sub-programmes to provide financial and administrative support in accordance with legislation and policies.  The sub-programmes were allocated budget as follows: <ul style="list-style-type: none"> <li>• Finance: R 11 million</li> <li>• IT: R 3.7 million</li> <li>• HR: R 4.7 million</li> <li>• Supply Chain: R 18 million</li> </ul>
<b>Programme 3: Compliance</b>	Compliance has been allocated the budget of R 17.8 million To ensure a fairly regulated gambling industry.
<b>Programme 4: Law Enforcement</b>	Law Enforcement has been allocated a budget of R 6.8 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	OUTCOME			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM TERM ESTIMATES		
	2014/15	2015/16	2016/17	2017/18			2018/19	2019/20	2020/21
Tax revenue	36 512	73 471	83 738	95 449	0	95 449	103 325	112 218	121 885
Non-tax revenue	57 740	56 582	76 939	79 953	0	79 953	90 171	95 903	102 398
Sales of goods and services other than capital assets	10 781	6 535	14 559	12 115	0	12 115	17 320	18 797	21 015
Other sales	10 781	6 535	14 559	12 115	0	12 115	17 320	18 797	21 015
Horse Racing Application Fees	114	20	0	0	0	0	0	0	0
LPM Application Fees	44	160	228	0	0	0	0	0	0
LPM Licence Fees	264	275	27	4 289	0	4 289	3 151	3 533	4 587
Annual Licence Fees	3 143	3 300	7	629	0	0	5 406	5 780	6 102
Manufacturer Licences	1	20	4	0	0	0	8	1	1
Manufacturers Application	120	23	25	105	0	105	116	15	16
Investigation Fees	1 016	477	3 584	26	0	26	119	177	474
Horse Racing Licences Fees	104	125	317	770	0	770	4 067	4 330	4 596
Employee Registration Fees	4 038	801	1 114	5 494	0	5 494	2 035	2 131	2 194
Casino Licences Fees	1 171	1 250	0	1 431	0	1 431	1 947	2 103	2 258
Certificate Of Suitability	0	0	18	0	0	0	17	18	20
Sundry Income	766	84	1 445	0	0	0	454	490	530
<b>Entity revenue other than sales</b>	<b>284</b>	<b>1 488</b>	<b>313</b>	<b>336</b>	<b>0</b>	<b>336</b>	<b>1 365</b>	<b>1 474</b>	<b>1 592</b>
Interest, dividends and rent on land	284	1 488	1 107	336	0	336	1 365	1 474	1 592
Interest	284	1 488	1 107	336	0	336	1 365	1 474	1 592
Transfers received	46 675	48 559	61 273	67 502	0	67 502	71 486	75 632	79 791
Departmental transfers	46 675	48 559	61 273	67 502	0	67 502	71 486	75 632	79 791
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>130 053</b>	<b>160 677</b>	<b>175 402</b>	<b>0</b>	<b>175 402</b>	<b>193 496</b>	<b>208 121</b>	<b>224 283</b>

#### NOTES:

- The grant amount estimated to be received for 2018/19 amounts to R71.4 million.
- The Board will surrender levies on a monthly basis.
- The LPM licence fees have reduced to R3.1 million, because we have reached the limit of 1500 machines, as determined by National Gambling Board.
- Employee Registration fees has decreased from R5 million to R2 million because we have reached the limit of 1500 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

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

**Our Strategy:** We aim to reach R103 million in revenue collection for the Provincial fiscus by 2019 and to intensify compliance and support to the gambling industry in the Province. Our clear and consistent strategy demonstrates the required combination of focus and flexibility to deliver results against a limited budget allocation.

The figure on the following page 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

1  
Social awareness & upliftment

2  
Financial sustainability

3  
Enforcement of Legislation

4  
Capable well governed organisation

5  
Skilled, competent & innovative workforce

### STRATEGIC 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.
- Responsible, accountable, effective and efficient local government.

### 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 2018/19	TARGET FOR 2018/19
• Number of internal audit coverage plans produced.	1	• Number of responsible gambling campaigns conducted. 4
• Number of risk reports produced.	4	• Number of corporate licences issued. 10
• Number of quarterly performance reports submitted to LEDET.	4	• Number of compliance inspection reports produced. 48
• Number of CSI projects initiated.	9	• Number of compliance audit reports produced. 24
• Number of in-year monitoring reports submitted to Provincial Treasury and LEDET.	12	• Number of levy audit reports produced. 18
• Number of IT reports produced.	12	• Number of monitoring report 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	Medium
• Abuse and misuse of owned and leased LGB assets	Low
• Job descriptions not in support of business strategy, structure and functionalities.	Low
• Poor communication channels and protocols within LGB	Zero
• Structure and resources not aligned to meet LGB mandate and business strategy.	Zero
• Inadequate legislation to assist the LGB to carry out its mandate and strategies.	Low
• Gambling license terms and conditions not implemented and maintained.	Zero
• Loss of revenue.	Zero
• Gambling activities contrary to legislative and socio-economic development requirements.	Zero
• Overstimulation of gambling within province resulting in negative socio-economic impact.	Medium
• Inadequate awareness campaigns in relation to responsible gambling and crime awareness	Low
• Fraud, theft and corruption risks	Zero
• ICT not geared towards business requirements(Disaster Recovery Plan)	Low





PART B  
PROGRAMME AND  
SUB-PROGRAMME PLANS

## 5. PROGRAMMES AND SUB-PROGRAMMES

PROGRAMME	SUB-PROGRAMME	
1. Governance	1.1	Office of the CEO
	1.2	Legal
	1.3	Board
2. Finance	2.1	Office of the CFO
	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 direction to the Board.

#### 5.1.1. STRATEGIC OBJECTIVE AND ANNUAL TARGETS FOR 2018/19

STRATEGIC OBJECTIVE		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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

#### 5.1.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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	7	9	11	13

### 5.1.3. QUARTERLY TARGETS FOR 2018/19

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		
CEO	2014/15	2015/16	2016/17	2018/19			2018/19	2019/20	2020/21
Compensation of Employees	3 607	4 072	4 794	4 562	500	6 062	4 984	5 470	5 825
Goods and Services	3 815	4 054	5 958	8 742	-1 615	7 127	7 736	9 438	9 902
Payment for capital assets	0	0	169	22	-	22	0	25	28
<b>TOTAL</b>	<b>7 422</b>	<b>8 126</b>	<b>10 921</b>	<b>13 326</b>	<b>-115</b>	<b>13 211</b>	<b>12 720</b>	<b>14 933</b>	<b>15 755</b>

### 5.2. PROGRAMME 2: FINANCE

#### 5.2.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2018/19

##### Sub-Programme 2.1: CFO

STRATEGIC OBJECTIVE	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2014/15	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	12 reports produced and submitted to LEDET	28 reports produced	28 reports produced	28 reports produced

#### 5.2.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

##### Sub-Programme 1: CFO

PROGRAMME PERFORMANCE INDICATOR	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2014/15	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

### 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		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2.1.1	Number of IT reports produced	Not measured	12	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		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2.3.1	Number of Human Resources reports produced	Not measured	4	4	4	4	4	4

### 5.2.3. QUARTERLY TARGETS FOR 2018/19

#### 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 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 - Programme 2: CFO

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2014/15	2015/16	2016/17		2018/19		2018/19	2019/20	2020/21
CFO									
Compensation of Employees	4 631	5 083	5 323	6 278	-285	5 993	7 858	7 034	7 421
Goods and Services	2 992	2 887	2 517	3 122	99	3 221	3 151	3 821	4 030
Payment for capital assets	4	0	316	323	-100	223	0	0	0
<b>TOTAL</b>	<b>7 627</b>	<b>7 970</b>	<b>8 156</b>	<b>9 723</b>	<b>-286</b>	<b>9 437</b>	<b>11 009</b>	<b>10 855</b>	<b>11451</b>

### Expenditure estimates - Programme 2: IT

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2014/15	2015/16	2016/17				2018/19	2018/19	2019/20
CFO									
Compensation of Employees	1 135	1 219	1 313	1 557	22	1 579	1 885	1 977	2 105
Goods and Services	377	378	346	566	248	814	811	634	669
Payment for capital assets	0	193	132	250	150	400	987	48	31
<b>TOTAL</b>	<b>1 512</b>	<b>1 790</b>	<b>1 791</b>	<b>2 373</b>	<b>420</b>	<b>2 793</b>	<b>3 683</b>	<b>2 659</b>	<b>2 805</b>

### Expenditure estimates - Programme 2: HR

PROGRAMME 2	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2014/15	2015/16	2016/17				2018/19	2018/19	2019/20
CFO									
Compensation of Employees	1 953	2 690	2 896	3 522	120	3 642	3 871	4 067	4 334
Goods and Services	877	630	397	796	136	932	824	771	771
Payment for capital assets	0	0	99	0	25	25	0	0	0
<b>TOTAL</b>	<b>2 830</b>	<b>3 320</b>	<b>3 392</b>	<b>4 318</b>	<b>281</b>	<b>4 599</b>	<b>4 695</b>	<b>4 838</b>	<b>5 105</b>

### 5.3. 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

#### 5.3.1. STRATEGIC OBJECTIVE ANNUAL TARGET FOR 2018/19

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

STRATEGIC OBJECTIVE	AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
	2014/15	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 42 Licenses, performed 22 Compliance Audits, 18 Levy Audits and 2 Monitoring reports	Regulated 100% of gambling industry, issued 20 Licenses, performed 15 inspections, performed 13 Compliance Audits, 10 Levy Audits and 2 Monitoring reports	Regulated 100% of gambling industry, issued 20 Licenses, performed 44 inspections, performed 24 Compliance Audits, 18 Levy Audits and 2 Monitoring reports	Regulated 100% of gambling industry, issued 20 Licenses, performed 48 inspections, performed 24 Compliance Audits, 18 Levy Audits and 2 Monitoring reports	Regulated and compliant gambling industry.	Regulated and compliant gambling industry.	Regulated and compliant gambling industry.

### 5.3.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

#### Sub-Programme 3.1

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>SUB-PROGRAMME 3.1: RESPONSIBLE GAMBLING CAMPAIGNS</b>								
3.1.1	Number of responsible gambling campaigns conducted	4	2	4	2	4	4	4
<b>SUB-PROGRAMME 3.2: LICENSING AND INVESTIGATION</b>								
3.2.1	Number of corporate licences issued	42	20	20	20	10	10	10
<b>SUB-PROGRAMME 3.3: GAMBLING CONTROL</b>								
3.3.1	Number of compliance inspection reports produced	Not measured	15	44	48	48	48	48
<b>SUB-PROGRAMME 3.4: COMPLIANCE AUDIT</b>								
3.4.1	Number of compliance audit reports produced	22	13	24	24	24	24	24
3.4.2	Number of levy audit reports produced	18	10	18	18	18	18	18
3.4.3	Number of monitoring reports produced	2	2	2	2	2	2	2

### 5.3.3. Quarterly targets for 2018/19

#### 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	4	1	1	1	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	10	0	4	3	3

#### 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	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 audit reports produced	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

### 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		
	2014/15	2015/16	2016/17				2018/19	2018/19	2019/20
COMPLIANCE									
Compensation of Employees	8 760	9 891	10 420	13 269	0	13 269	14 913	15 825	16 853
Goods and Services	1 602	1 290	5 413	4 474	-807	3 667	2 911	4 043	4 109
Payment for capital assets	0	0	1 335	0	807	807	0	0	0
<b>TOTAL</b>	<b>10 362</b>	<b>11 181</b>	<b>17 168</b>	<b>17 743</b>	<b>0</b>	<b>17 743</b>	<b>17 824</b>	<b>19 868</b>	<b>20 962</b>

### 5.4. PROGRAMME 4: LAW ENFORCEMENT

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

#### 5.4.1. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2018/19

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

STRATEGIC OBJECTIVE		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
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 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 130 crime awareness campaigns conducted

#### 5.4.2. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2018/19

PROGRAMME PERFORMANCE INDICATOR		AUDITED /ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM- TERM TARGET		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
4.1.1	Number of crime awareness campaigns conducted	132 Illegal gambling awareness campaigns	68	78	120	130	140	140
4.1.2	Number of investigations on illegal gambling activities conducted	360	360	360	360	360	360	380

#### 5.4.3. QUARTERLY TARGETS FOR 2018/19

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 3	AUDITED /ACTUAL PERFORMANCE			APPROPRIATED AMOUNT	VIREMENT	ADJUSTED BUDGET	MEDIUM- TERM TARGET		
	2014/15	2015/16	2016/17		2018/19		2018/19	2019/20	2020/21
COMPLIANCE									
Compensation of Employees	3 750	3 893	4 039	4 790	80	4 870	5 563	5 880	6 262
Goods and Services	476	410	1 033	1 259	0	1 259	1 308	943	936
Payment for capital assets	0	0	452	35	0	35	0	0	0
<b>TOTAL</b>	<b>4 226</b>	<b>4 303</b>	<b>5 524</b>	<b>6 084</b>	<b>80</b>	<b>6 164</b>	<b>6 871</b>	<b>6 823</b>	<b>7 198</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 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 benchmarking 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, 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

COMPLIANCE	2011	2012	2013	2014	2015	% Growth 2014 vs 2015
Gauteng	6 074 259 561	6 340 747 305	7 229 714 582	6 987 455 526	7 155 531 190	2.4%
Western Cape	2 132 968 753	2 258 637 880	2 394 495 037	2 536 384 555	2 751 876 975	8.5%
KwaZulu-Natal	2 508 255 597	2 702 734 498	2 968 153 142	3 072 578 221	3 200 352 698	4.2%
Mpumalanga	603 145 948	658 945 251	709 229 889	728 757 839	763 947 943	4.8%
Limpopo	330 913 934	345 428 472	373 311 185	352 409 411	370 308 819	5.1%
North West	872 685 745	975 368 628	1 016 465 854	1 042 453 071	1 176 916 503	12.9%
Northern Cape	163 670 307	176 715 011	191 206 079	186 995 244	210 429 175	12.5%
Eastern Cape	952 047 404	1 002 4776 475	1 109 245 098	1 171 027 506	1 196 721 097	2.2%
Free State	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
Gambling taxes/levies 2015	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 (1st) 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

Ensure a regulated equitable and socially responsible gambling environment

### Programme 4: Law Enforcement

Reduce illegal gambling throughout the province

Strategic Outcome Oriented Goal	A well-regulated and informed gambling industry and enhancement of economic growth in the Province.
Goal Statement	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		
<b>Human Resource Requirements</b>	Skills	Chief Operations Officer.
	Numbers	1
	Skills	Internal audit.
	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> <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>
	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.

RESOURCE CONSIDERATIONS		
Risk Management	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.

RESOURCE CONSIDERATIONS		
Human Resource Requirements	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
Infrastructure	Specific buildings, vehicles or other	Enhancement of the Budget System.
	Maintenance requirements	Upgrading of the financial budget management system. Annual maintenance and licensing fees of software.
Risk Management	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.
	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.	

RESOURCE CONSIDERATIONS		
Risk Management	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 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		
Human Resource Requirements	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.
Infrastructure		4 Billboards.
	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
ICT Resource Requirements		2 projectors, 2 screens.
	Technological requirements and needs	Notebooks with detachable screens, multipurpose LED screens, employee card printer, video conferencing facilities
Risk Management		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.

RESOURCE CONSIDERATIONS		
Risk Management	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 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		
Human Resource Requirements	Skills	Policing, crime prevention and investigating skills. Computer literacy
	Numbers	Ten investigating officers to cover five municipal districts within the Province.
Infrastructure	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.
ICT Resource Requirements	Technological requirements and needs	8 (eight) desktops, 2 (two) laptops, two (2) Geographical Information (GIS) navigators and five (5) digital cameras.
Risk Management	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>
Strategic Objective title	Strategic support provided to all (04) programmes.
Short definition	Conducting strategic planning processes and development of plans.
Purpose/importance	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.
Source/collection of data	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.
Method of calculation	Simply counting.
Data limitations	None.
Type of Strategic Objective	Impact.
Calculation type	Cumulative.
Reporting cycle	Annually.
New strategic objective	Yes.
Desired performance	Improved institutional efficiency and delivery of services to communities.
Strategic Objective responsibility	CEO.

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

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



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

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



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 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 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 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: 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</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 consolidation</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: 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</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 consolidation</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>	Adherence to the targets on the APP.
<b>Indicator responsibility (owner)</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 initiated.
<b>Short description</b>	Donations to identified stakeholders in the Province.
<b>Purpose</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>	Letters requesting assistance or partnership, invitations from stakeholders and reports from the Project Manager. Invitations to youth, women and the disabled. Correspondence to DTI regarding BBBEE.
<b>Method of consolidation</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: CFO

#### INDICATOR NUMBER 2.1.1

<b>Indicator title</b>	Number of in-year monitoring 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</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 consolidation</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.
<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 (owner)</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 ICT network performance in the organisation.
<b>Purpose</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 consolidation</b>	Simple counting number of reports produced.
<b>Data limitations</b>	Unforeseen downtime of network.
<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>	To ensure a compliant computing environment.
<b>Indicator responsibility (owner)</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 HR related matters.
<b>Purpose</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 consolidation</b>	Total number of reports for the period
<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>	No.
<b>Desired performance</b>	Efficiency of the organisation.
<b>Indicator responsibility (owner)</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>	Responsible Gambling Awareness Campaigns conducted including public educational and awareness campaigns. The campaigns will include planned and unscheduled campaigns.
<b>Purpose</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 and attendance registers.
<b>Method of consolidation</b>	Count number of Responsible Gambling Campaigns.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<b>Calculation type</b>	Cumulative.
<b>Reporting cycle</b>	Quarterly.
<b>New indicator</b>	No.
<b>Desired performance</b>	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>	Number of corporate Licences issued.
<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</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 consolidation</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>	Number of Compliance inspection reports produced.
<b>Short description</b>	Number of compliance inspections conducted per licensee for the reporting period.
<b>Purpose</b>	To ensure that licensees adhere to gambling legislation and licence conditions.
<b>Source/collection of data</b>	Inspection reports and checklists.
<b>Method of consolidation</b>	Count number of Inspection reports.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Reports.
<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>	Number of compliance audit reports produced.
<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</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 consolidation</b>	Count number of compliance audit reports.
<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>	Number of levy audit reports produced.
<b>Short description</b>	Performance of Levy Audits to ensure compliance by Licensees with Limpopo Gambling Act, Regulation, Rules and Licence Conditions.
<b>Purpose</b>	To ensure that all licensees adhere to the Limpopo Gambling Act, Regulation, Rules and Licence Conditions.
<b>Source/collection of data</b>	Levy audit reports.
<b>Method of consolidation</b>	Count number of Levy Audit reports.
<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>	Number of monitoring reports produced.
<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.
<b>Purpose</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 consolidation</b>	Count number of Monitoring reports.
<b>Data limitations</b>	None.
<b>Type of indicator</b>	Output.
<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>	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</b>	To inform communities about the danger of illegal gambling activities.
<b>Source/collection of data</b>	Reports and attendance registers.
<b>Method of consolidation</b>	Count number of crime awareness campaigns conducted.
<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>	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.

## 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</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 consolidation</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>	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 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.

# NOTES

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