



**STRATEGIC PLAN 2015-2020 AND
ANNUAL PERFORMANCE PLAN 2015/16**



FOREWORD

We are submitting the 2015/16 – 2019/20 Strategic Plan. The Strategic Plan outlines the plan for the Board over the next five years. The strategic plan is informed by the mandate of the Board as well as the Medium Term Strategic Framework (MTSF). The Board aligned the strategic priorities to the ones determined by Member of the Executive Council for Economic Development, Environment and Tourism.

The strategic priorities are as follows:

- Creating a well regulated gambling environment and eradication of illegal gambling activities
- Promoting responsible gambling
- Improving integrated planning and organisational efficiency and effectiveness

The vision of the Limpopo Gambling Board focus on becoming the innovative and leading gambling regulator in Africa

The Board is committed to meet the objectives of this document and I therefore take this opportunity to endorse this Strategic Plan.



Mr. S Charles Sekoati

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

OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Limpopo Gambling Board under the guidance of the Board.
- Takes into account all the relevant policies, legislation and other mandates for which the Limpopo Gambling Board is responsible.
- Accurately reflects the strategic goals and objectives which the Limpopo Gambling Board will endeavor to achieve over the period 2015-2020.


Ms. Yvonne Mathabatha

Chief Financial Officer and Official Responsible for Planning

Signature:  _____

Mr. Serobi Maja

Chief Executive

Signature:  _____

Approved by

Mr. S Charles Sekoati

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


Signature:  _____

TABLE OF CONTENTS

PART A: STRATEGIC OVERVIEW	4
Vision	4
Mission	4
Values	4
Legislative and other mandates	4
Situational Analysis	6
Overview Limpopo Gambling Environment	6
The Limpopo Gambling Board	9
Objective 1: Social Awareness and Upliftment	12
Objective 2: Financial Sustainability	13
Objective 3: Enforcement of Legislation	13
Objective 4: Capable Well Governed Organisation	13
Objective 5: Skilled, Competent and Innovative Workforce	14
PART B: STRATEGIC OBJECTIVES	15
Programme: Compliance	15
Programme: Law Enforcement	20
Programme: Corporate Governance	22
Programme: Finance	26
ANNUAL PERFORMANCE PLAN	29

PART A: STRATEGIC OVERVIEW

VISION

The innovative and leading gambling regulator in Africa.

MISSION

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

VALUES

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

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

LEGISLATIVE AND OTHER MANDATES

The mandate of the Board is to regulate, control and monitor gambling activities in the Province in line with Limpopo Gambling Act, **No. 3 of 2013**.

The pursuit of the vision and the mission above will be regulated and guided by the following broad legislative mandates:

Constitutional Mandates

Part A of Schedule 4 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), establishes that casinos, racing, gambling and wagering are matters of concurrent national and provincial legislative competence.

It is desirable to establish certain national uniform norms and standards, with regard to casinos, racing, gambling and wagering, which will safeguard people participating in gambling and their communities against the adverse effect of gambling.

Legislative Mandates

(i) *Limpopo Gambling Act, No. 3 of 2013*

The above Act came into operation on 1 September 2014 and it repealed the Limpopo Gambling Act, No. 4 of 1996.

Section 5 of the Act empowers the MEC to appoint members of the Board, in consultation with the Executive Council.

The functions and powers of the Board are specified in section 4 of the Act which mandates the Board to license, regulate, control gambling in the province, promote awareness on responsible gambling and to manage the risk and implement internal controls in the gaming industry.

(ii) National Gambling Act, Act No. 7 of 2004

The Board must comply with national norms and standards during the licensing process.

The Act empowers the Minister to prescribe the maximum number of casino licenses that may be granted in the Republic and each province.

The law enforcement inspectors of the Board have been declared as Peace Officers in terms of Section 334 of the Criminal procedure Act, Act No. 51 of 1977 and were conferred with the following powers:

- Powers conferred upon a Police Official In terms of Chapter 2 of the CPA.
- Powers to arrest a person without a warrant – section 40(1) of the CPA.
- Powers conferred upon a Peace Officer - section 41(1) of the CPA .
- The execution of warrants of arrest - section 44 of the CPA.
- Powers to issue written notice - section 56 of the CPA.
- Powers to issue written notice - section 341 of the CPA.

(iii) Other Relevant Legislation used to Regulate and Monitor the Gambling Industry

- National Lotteries Act, Act 57 of 1997.
- Criminal Procedure Act, Act 51 of 1977.
- Prevention of Organized Crime Act, Act 121 of 1998.
- Prevention and Combating of Fraud and Corruption Act, Act 12 of 2004.
- Financial Intelligence Centre Act, 38 of 2001.
- Broad Based Black Economic Empowerment Act, 53 of 2003.

Policy Mandates

The following policy mandates are key to the board in its endeavor to achieve its legislative mandates;

• **Responsible gambling**

The National Responsible Gambling Programme (NRGP) is a resource that integrates research and monitoring public education and awareness, training, treatment and counselling.

• **Broad Based Black Economic Empowerment**

To economically empower the previously marginalised black masses in the main stream economy.

• **Limpopo Gambling Regulations**

The Limpopo Gambling Regulations are in the process of being amended.

• **The Limpopo Betting and Racing Regulations**

The Limpopo Betting and Racing Regulations are in the process of being promulgated.

RELEVANT COURT RULINGS

None

SITUATIONAL ANALYSIS

Overview Limpopo Gambling Environment

The following tables and diagrams will provide an overview of the key aspects to be aware of within the gambling industry within the Limpopo Province.

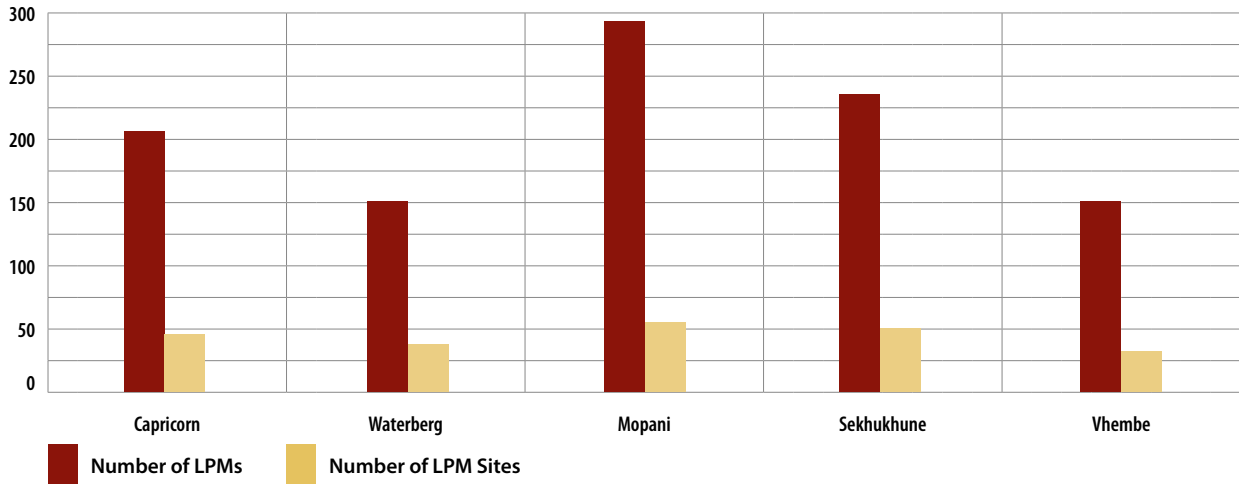


Figure 1: LPMs and LPM Sites

At the end of the 2013-14 financial year there was a total of 212 Limited Payout Machines (LPM) sites within the Province with Mopani district having 56 sites, compared to Vhembe which has 31 and Waterberg with 32 sites. Mopani also has the highest number of LPM's at 282 out of the provincial total of 1 030.

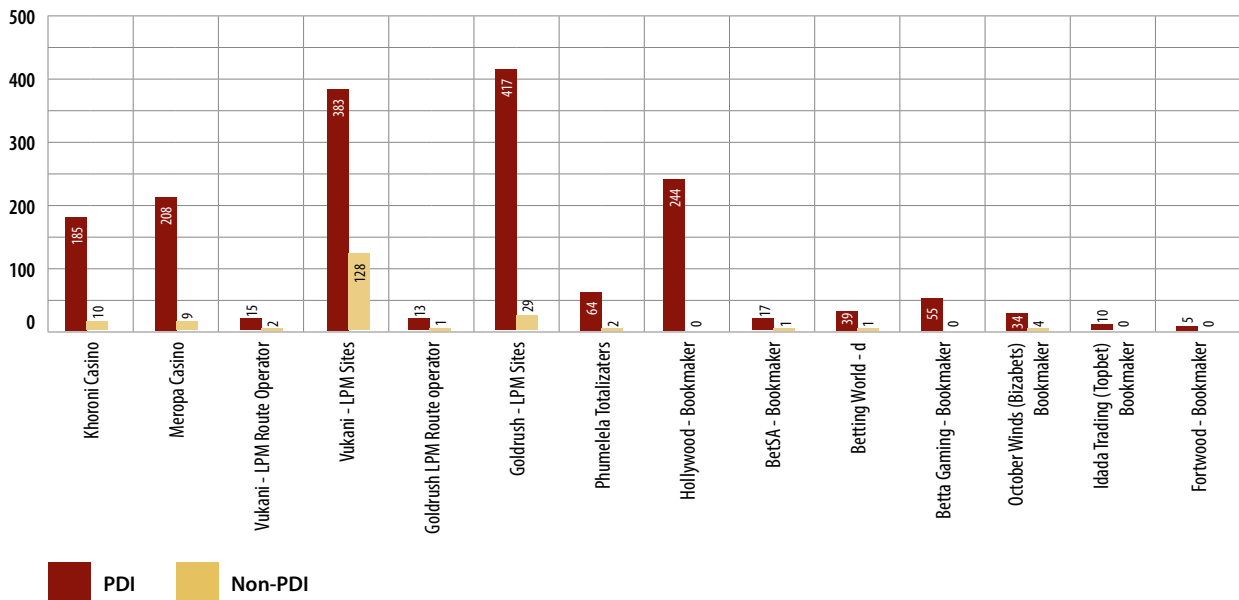


Figure 2: Number of employees per licensee

As can be seen from the graph above a total 1 906 people are employed at the various registered gambling entities in the Limpopo Province. Ninety percent (90%) of these employees are from previously disadvantaged communities. It is clear from the statistics that the Vukani and Goldrush LPM sites employ 50% of all the people employed within the gambling industry.

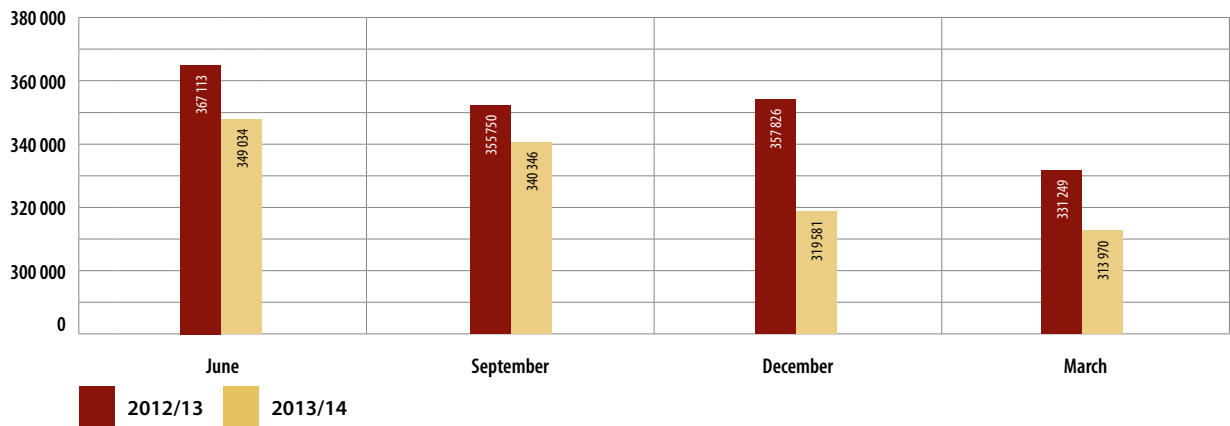


Figure 3: Number of casino visits - per quarter

There has been significant decline in the number of visits recorded to casinos. Over the year more than 89 000 less visits were recorded during the 2013/14 year in comparison with the previous year.

Although the visits compared with the previous years declined, the average rand value spent per patronage has increased on average by 12.75% year on year.

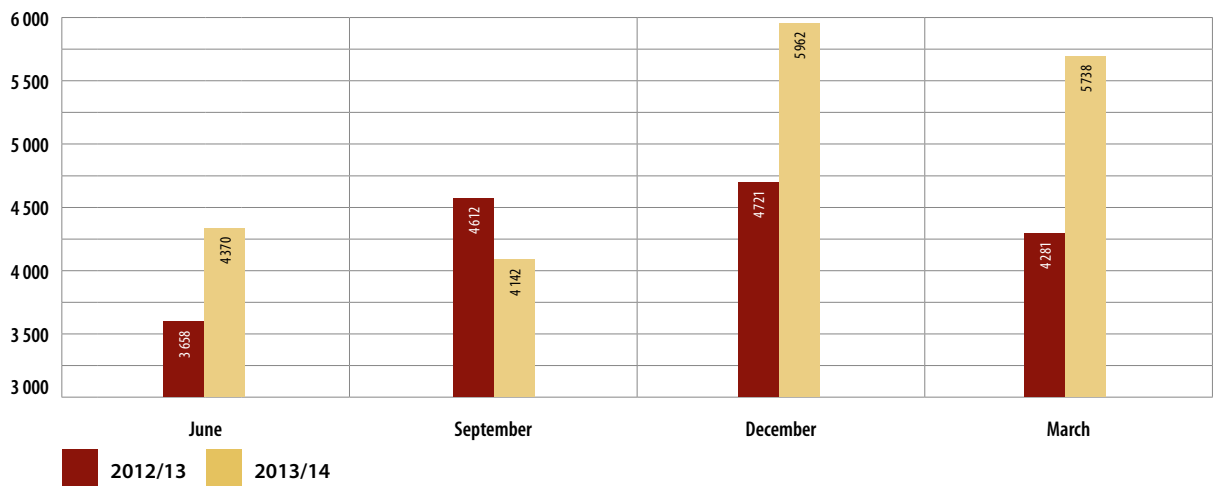


Figure 4: Average R-value spend per visit

The total amount wagered at the licensees has increased year on year with 5.41% to a total value of R6.642 billion. On average R1.66 billion was wagered per quarter during the 2013/14 year. Gambling machines are the main source of revenue generated in comparison to gambling tables and LPM's.

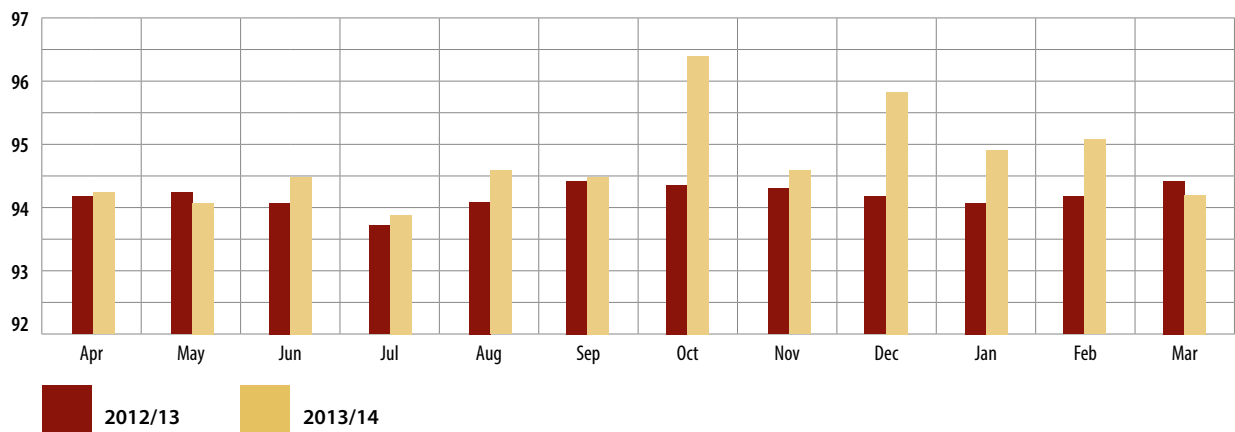


Figure 5: Percentage return to player - Casino licensees

During 2013/14 the average Return to Player (RTP) was 94.31% in comparison to the previous year of 94.45%. October 2013/14 yielded the highest RTP of 96.36% in comparison with July 2012/13 at 93.68%

In total there are 564 gambling machines, 414 at Meropa- and 150 at Khoroni Casino. There are five different types of gambling tables at both the casinos – American Roulette, Blackjack, Casino Wars, Poker and TouchBet Roulette. Meropa Casino has 17 tables and Khoroni Casino seven tables which come to a total of 24 tables. At Khoroni, 120 and Meropa 100 gambling machine testing were conducted. In Limpopo, 132 Vukani Gaming and 28 Goldrush Gaming LPM site inspections were conducted. Levies received from gambling machines and gambling tables decreased by 3% and 11% respectively, but increased by 18% for LPMs.

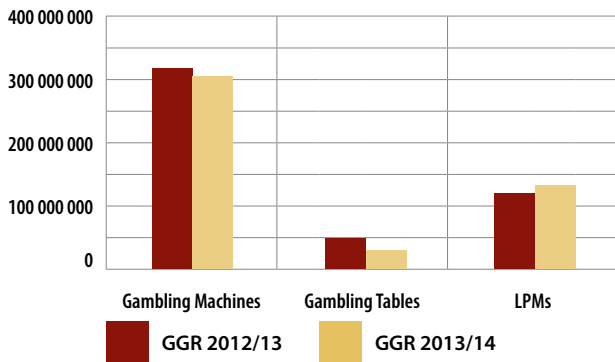


Figure 6: Gross gambling revenue - machines, tables and LPMs

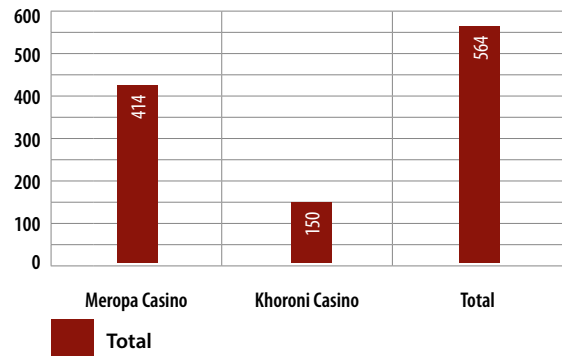


Figure 7: Number of gambling machines

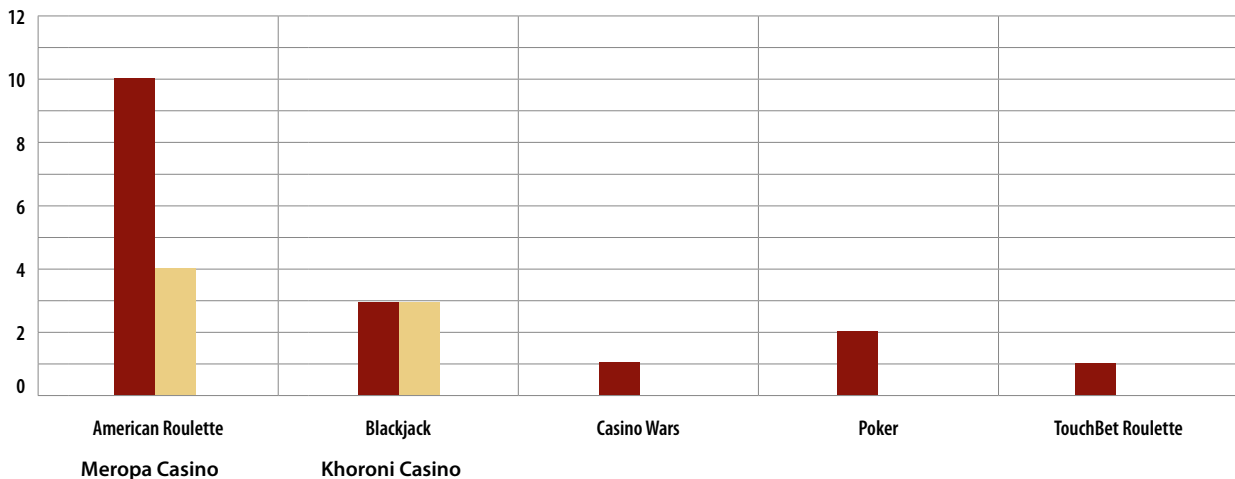
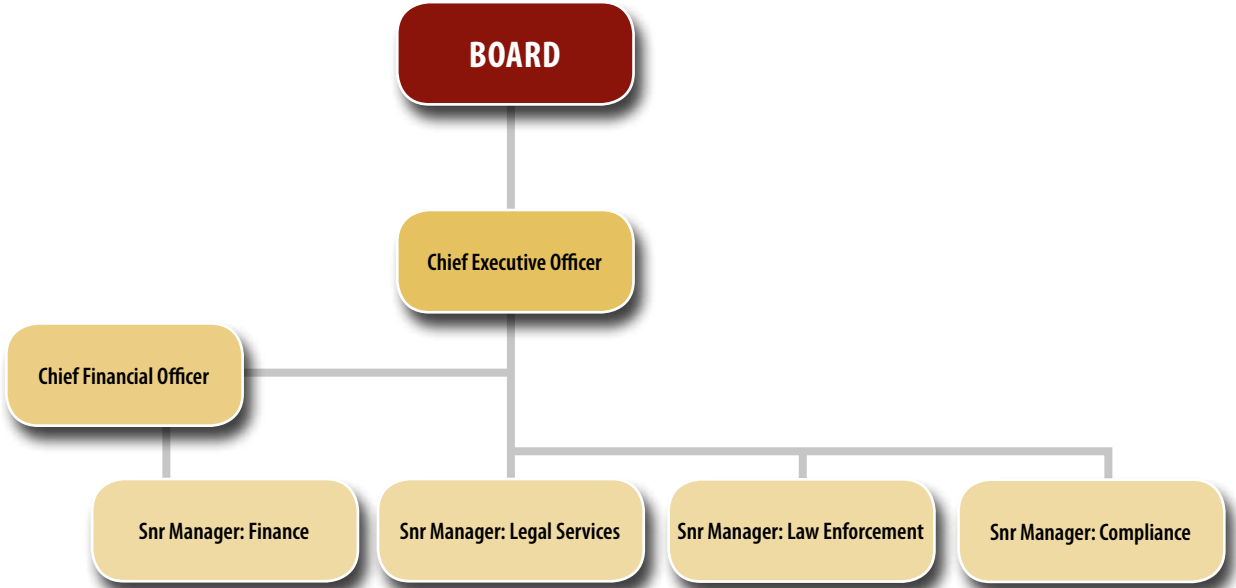


Figure 8: Gambling tables

THE LIMPOPO GAMBLING BOARD

The Limpopo Gambling Board (the Board) has been established as an entity of the Limpopo Department of Economic Development, Environment and Tourism (LEDET). The existing organisational structure makes provision for four (4) senior managers and the Chief Financial Officer that reports to the Chief Executive Officer. The Chief Executive Officer reports to the Board and the Chairperson of the Board reports to the MEC of the Limpopo Department of Economic Development, Environment and Tourism. The latter structure is depicted in the diagram below:



The Board’s organogram has therefore been divided into four (4) business units that manages the operations of the Board. These business units/programmes namely (1) CEO which has been changed to Corporate Governance, (2) Compliance, (3) Law Enforcement and (4) Finance. Each has its own areas of expertise enabling the Board to focus on the delivery of the legislative mandate of the Board.

The situational analysis required the Board to analyse the status quo of performance and the following section highlights some valuable information:

Two methodologies, namely the PESTLE and SWOT Analysis were used to compliment the abovementioned situational analysis. In the sections below the outcome of these analyses are captured.

Political: Limpopo Gambling Board is an entity of the Limpopo Department Economic Development and therefore extensively depends on grants from the department to perform their mandate. The Board as an entity is furthermore subject to political directives and government priorities and therefore needs to ensure that the directives as contained within the National Development Plan, Medium Term Strategic Framework and other directives are prioritised and focused upon.

Economic: The economic situation of Limpopo Provincial Departments impacts on availability of funds and grants of the Board. The fact that a number of departments within Limpopo have been placed under administration had an indirect impact on the economic conditions within the province. With these sanctions lifted, it will result in the provincial economy recovering and hopefully will regain levels of growth prior to the intervention. The economic conditions within the country also seemingly has a negative impact on the tourism industry of Limpopo. Less tourists might visit the province and as a result gambling institutions might suffer.

Social: The increasing social acceptance of gambling may provide an opportunity for the gambling industry in that the image of gambling venues may in future be viewed as vacation venues. Licensed gambling is intended to be a form of entertainment or a leisure activity to be enjoyed by patrons of at least 18 years and older. However, some patrons regard it as a means of earning income and thus they become dependent on gambling with the hope of generating on

income. Some patrons also develop an addiction to gambling, regardless of the consequences. As a result patrons and their families suffer the consequences. There are effective mechanisms and processes in place, as provided by national legislation, to address the issue of gambling addiction. Illegal gambling remains one of the main challenges that the Board is facing. Other forms of illegal gambling which prevail in the Province are Fahfee, dice, cards and amusement games with monetary rewards.

Technological: Interactive gambling for example, Internet, gambling and mobile gambling are emerging and may become a threat to traditional gambling. Interactive or online gambling is currently illegal in South Africa; however, it is commonly practiced in Limpopo. Most of the illegal interactive gambling sites are operated as internet cafés and are usually opened in the vicinity of licensed gambling operators. This prevalence deprive the licensed gambling operator of revenue, hence the levies and fees collected have declined.

Legal: A lot has been mentioned pertaining to the Legislative mandate of the Board and in addition to that, is the fact that the gambling environment is a very dynamic environment and must be amplified. Technologies used in the industry are constantly evolving, whilst the gambling legislation is not amended accordingly to keep up with the changes. This results in some parts of the legislation becoming obsolete, thereby making it difficult if not impossible to regulate gambling.

Environmental: In terms of the National Development Plan, a green and ecofriendly environment must be developed and therefore the Board need to motivate and encourage licensees to implement and focus on environmental matters and conservation.

The SWOT Analysis was used to determine the existing state of the organisation with specific emphasis on the internal strengths and weaknesses. The Board identified the following strategic aspects that must be evoked during the strategy development:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Skilled and competent staff. • Low vacancy rate. • Functioning Board, strong leadership. • Physical and human capacity. • Functional committees. • Accessibility and availability of ICT infrastructure. • Effective policies, procedures and systems. • Grants guaranteed from government. 	<ul style="list-style-type: none"> • Institutional arrangements, roles and responsibility clarification, lack of standard operating procedures and processes. • Inconsistency in implementing the performance management system. • Organisational Vision, Mission, Values and Goals not instilled in employees. • Organisation lacks innovation and research capacity. • Delays in advising lawmakers on the required changes in the legislation (e.g. Technological advancements). • Shortage of staff due to expansion of licensed operators and technological advancements. • Lack of adequate support by the supporting Business Units. • Insufficient IT resources, integrated systems, records management and data analysis. • Poor time management. • Lack of enforcement of rules and regulations. • Stakeholder relationship (Integrated planning). • Loss of capable and competent staff (attracted/poached). • Insufficient budget/non-commitment to the contractual agreements.

The SWOT analysis is completed through analysing and identifying possible external opportunities and threats that the Board will be facing over the next five year period. The table below provides a list of these:

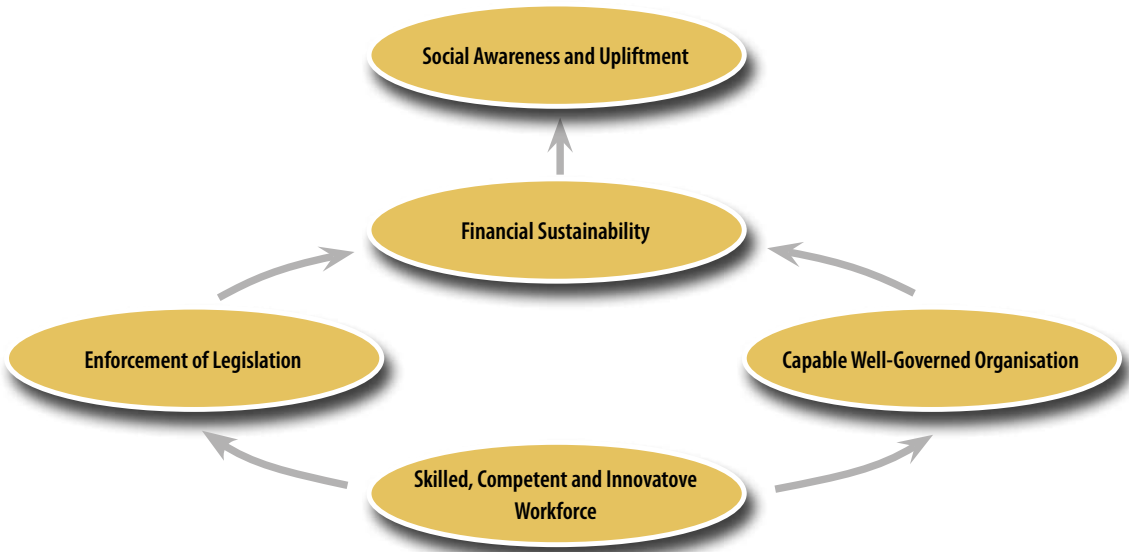
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Technology advancement. • Job creation. • Increase in revenue. • Knowledge sharing/best practices. • Legalisation on online gambling. • Learnerships to assist skills gaps. • To include more conditions in the license to uplift the community. • Participation and partnerships in international gambling events and conferences. • Legalising other forms of gambling. 	<ul style="list-style-type: none"> • Illegal gambling (Fahfee/Mochina, online gambling). • Problem gambling. • Loopholes in the Gambling Act, Act No 3 of 2013. • Obsolete legislation (not amended according to new technologies regularly). Difficult to regulate gambling. • Burglary at LPM sites. • Land claims and zoning matters regarding new gambling establishments. • Stakeholders delay in approving legislated requirements to gambling license applicants. • Loss of public confidence.

The content of the SWOT analysis was further analysed to identify the Pains and Enablers for the Board. Pains can include actions, lack of technology, processes, skills, resources, etc. that prevent operational efficiency and customer service. A critical question to ask is: What is preventing us from achieving our goals? Enablers are actions, technology, processes, skills and resources that enhance operational efficiency and customer service. A critical question to ask is: What do we have in our favour to achieve our goals?

Once these constraints have been identified, the real priority focus areas of the Board were identified and listed below:

PAINS	ENABLERS
<ul style="list-style-type: none"> • Grant dependency (financial viability). • Effective system integration and utilisation. • Integrated planning (and support from departments, relationships with stakeholders and costed operational plans). 	<ul style="list-style-type: none"> • Skilled and competent workforce. • Process and procedure implementation. • Costed operational plans. • Research and development (innovation). • Enforcement of legislation.

These pains and enablers were used to develop the Strategic Outcome Orientated Objectives that will drive the strategic direction of the Board over the next five years. The Balanced Scorecard Methodology was used to plot these strategies into a strategy map. The diagram below provide the maps developed and contains the Ultimate Outcome for the Board to achieve, as well as the Outcome Orientated Objectives of the Board for the next five years.



Well regulated gambling environment within Limpopo

OUTCOME ORIENTATED OBJECTIVES

The definitions below of each of the abovementioned outcome orientated objectives:

OUTCOME ORIENTATED OBJECTIVES	
Strategic Outcome Oriented Objective 1	Social awareness and upliftment.
Objective Statement	To promote responsible gambling and contribute towards the upliftment of the disadvantaged communities with the province.
Strategic Outcome Oriented Objective 2	Financial sustainability.
Objective Statement	To maintain an effective and efficient financial management system through compliance to PFMA Legislation, Regulations and Practice Notes.
Strategic Outcome Oriented Objective 3	Enforcement of legislation.
Objective Statement	To ensure that all gambling activities conducted within the Province are compliant with legislation.
Strategic Outcome Oriented Objective 4	Capable Well Governed Organisation.
Objective Statement	The Board aims to strengthen and effectively manage their systems and procedures to ensure sound practices are adhered to. This should begin with ensuring that all systems are integrated and all activities of the Board are planned, monitored and evaluated on a regular and continuous basis. Regular transparent and consultative interactions with all relevant and identified stakeholders will instill public confidence in the Board.
Strategic Outcome Oriented Objective 5	Skilled, competent and innovative workforce.
Objective Statement	To provide adequate, focused training opportunities to ensure competent, skilled and innovative staff. Ensure skilled, knowledgeable, experience people are appointed. Instill a culture of innovative thoughts by allowing people to challenge the status quo.

The abovementioned outcome orientated objectives are:

Objective 1: Social Awareness and Upliftment

Strategic Outcome Oriented Objective 1	Social awareness and upliftment.
Objective Statement	To promote responsible gambling and contribute towards the upliftment of the disadvantaged communities with the province.

STRATEGIES AND INITIATIVES TO ACHIEVE OBJECTIVE 1
<p>Short-term (1-2 years) Identify provincial priorities through research and analysis of stakeholder documents (Office of the Premier, LEDET) and plans as well as incorporating community needs as portrayed within the local municipalities' IDP's.</p>
<p>Medium-term (2-3 years) To influence CSI projects to contribute towards community upliftment, job creation and stimulating economic growth.</p>
<p>Long-term (3-5 years) To influence CSI projects to contribute towards community upliftment, job creation and stimulating economic growth.</p>

INDICATOR	Number of responsible gambling campaigns					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	12	2	4	4	4	4

Objective 2: Financial Sustainability

Objective	Financial sustainability.
Objective Statement	To maintain an effective and efficient financial management system through compliance to PFMA Legislation, Regulations and Practice Notes.

STRATEGIES AND INITIATIVES TO ACHIEVE OBJECTIVE 1
Short-term (1-2 years) Implementation of risk management strategy. Improvement of internal controls for improved financial management.
Medium-term (2-3 years) Enter into negotiations to become self sustainable.
Long-term (3-5 years) Enter into negotiations to become self sustainable.

INDICATOR	Clean Audit opinion from AG					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	Unqualified Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit

Objective 3: Enforcement of Legislation

Objective	Enforcement of legislation.
Objective Statement	To ensure that all gambling activities conducted within the Province are compliant with legislation.

STRATEGIES AND INITIATIVES TO ACHIEVE OBJECTIVE 1
Short-term (1-2 years) Research and keep abreast of new gambling activities, especially online gambling. Communicate to new Act to license holders and explain implications of the Act.
Medium-term (2-3 years) Increase capacity to monitor and control illegal gambling forms.
Long-term (3-5 years) Increase capacity to monitor and control illegal gambling forms.

INDICATOR	% licensed operators operating within legislated requirements					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	0	90	90	100	100	100

Objective 4: Capable Well Governed Organisation

Objective	Capable well governed organisation
Objective Statement	The Board aims to strengthen and effectively manage their systems and procedures to ensure sound practices are adhered to. This should begin with ensuring that all systems are integrated and all activities of the Board are planned, monitored, evaluated and reported on a regular and continuous basis. Regular transparent and consultative interactions with all relevant and identified stakeholders will instill public confidence in the Board.

STRATEGIES AND INITIATIVES TO ACHIEVE OBJECTIVE 1	
Short-term (1-2 years)	Establish a culture of ownership and accountability. Allow every employee to make decisions for improving service delivery. To ensure systems are integrated to improve decision-making. Focus on integrated planning, monitoring, reporting and evaluation processes and mechanisms.
Medium-term (2-3 years)	Maintain sound governance practices to ensure clean audit opinion is maintained.
Long-term (3-5 years)	Maintain sound governance practices to ensure clean audit opinion is maintained.

INDICATOR	% Board resolutions implemented within determined timeframes					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	-	100%	100%	100%	100%	100%

INDICATOR	% Compliance to integrated process (planning, budgeting, reporting) plan					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	-	100%	100%	100%	100%	100%

Objective 5: Skilled, Competent and Innovative Workforce

Objective	Skilled, competent and innovative workforce.
Objective Statement	To provide adequate, focused training opportunities to ensure competent, skilled and innovative staff. Ensure skilled, knowledgeable, experience people are appointed. Instill a culture of innovative thoughts by allowing people to challenge the status quo.

STRATEGIES AND INITIATIVES TO ACHIEVE OBJECTIVE 1	
Short-term (1-2 years)	Define and implement reward, recognition and incentive scheme. Establish culture of ownership, accountability and performance improvement.
Medium-term (2-3 years)	Outsourcing of EAP. Conduct business process analysis to improve internal efficiencies.
Long-term (3-5 years)	Continually focus to improve efficiency and effectiveness.

INDICATOR	% of vacancies on organogram					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	7%	3.5 %	3.5 %	0%	0%	0%

INDICATOR	% Turnover rate					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	8%	7%	6%	4%	3%	2%

PART B: STRATEGIC OBJECTIVES

PROGRAMME: COMPLIANCE

Objectives 1: Social Awareness and Upliftment

Programme	Compliance.
Programme Objective	Responsible gambling promoted.
Objective Statement:	To promote responsible gambling through visibility and awareness.
Baseline:	12
Links:	Responsible Gambling Strategy

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
Short-term (1-2 years) Annual review and implementation of responsible gambling strategy. Implement identified strategies.
Medium-term (2-3 years) Annual review and implementation of responsible gambling strategy. Implement identified strategies.
Long-term (3-5 years) Annual review and implementation of responsible gambling strategy. Implement identified strategies.

INDICATOR	Number of responsible gambling campaigns					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	12	2	4	4	4	4

RESOURCE REQUIREMENTS
Human Resources Requirements
Skills: Communication, Gambling Control, Investigations and Licensing and Audit.

Personnel Numbers
Investigators = 3
Auditors = 4
Gambling Control Inspectors = 4

Infrastructure
4 Billboards.

ICT Resource Requirements
2 projectors, 2 screens.

Risk Management
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.

Objectives 2: Financial Sustainability

Programme	Compliance.
Programme Objective	Revenue enhanced.
Objective Statement	To increase revenue collection annually to become financially self-sustainable.
KPI	Number of revenue reports produced.
Baseline:	R55 463 982.
Links:	Levy reconciliation.

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
Short-term (1-2 years) Annual review of fees and levy rates.
Medium-term (2-3 years) Annual review of fees and levy rates.

INDICATOR	Number of revenue reports produced					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	n/a	12	12	12	12	12

RESOURCE REQUIREMENTS
Human Resources Requirements
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
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
Technological requirements and needs (laptops, cell phones, etc).
Notebooks with detachable screens, multipurpose LED screens, employee card printer, video conferencing facilities.

Risk Management
Risk identified: Inadequate legislation to assist the LGB to carry out its mandate and strategies.
Severity/Impact of risk: High.
Mitigation strategies: Audits and monitoring of licensees.

Risk Management
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 Management
Risk identified: Loss of revenue.
Severity/Impact of risk: High.
Mitigation strategies: Levy audits.

Objectives 3: Enforcement of Legislation

Programme	Compliance.
Programme Objective	Gambling activities compliant with relevant legislations.
Objective Statement	To ensure a fairly regulated gambling industry.
Baseline	95% Compliance
Links	National Gambling Act and the Limpopo Gambling Act, Regulations and Rules.

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME	
Short-term (1-2 years)	Conduct Compliance and Governance Audits. Conduct compliance Inspections. Licensing of Entities and employees. Investigations and licensing of Type B. Opening of Thaba Moshate Casino. Certificate of Suitability. Licensing of Bingo Operator and Sites.
Medium-term (2-3 years)	Licensing of Bingo. Compliance Audit. Compliance Inspections. Licensing of Entities and automated system for renewal of employees licenses.
Long-term (3-5 years)	Compliance Audit. Compliance Inspections. Licensing of Entities and employees. Investigations and Licensing of Independent Site Operators. Investigations and Licensing of Bookmaker Operator and Site.

Sub-Programme: Gambling Control

Sub-Programme	Gambling Control.
Strategic Objective	Controlled gambling environment.
Objective Statement	To ensure 100% technical compliance with gambling legislation and standards at all sites inspected.
Baseline	32 compliance inspections completed.
Links	National Gambling Act and the Limpopo Gambling Act, Regulations and Rules.

INDICATOR	Number of compliance inspection reports					
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
ANNUAL TARGET	32	15	44	44	44	44

Sub-Programme: Investigations and Licensing

Sub-Programme	Investigations and Licensing.
Strategic Objective	Compliant gambling environment.
Objective Statement	To ensure that 100% of license holders are compliant to all Gambling related legislations and licensing conditions.

Baseline	42 licenses issued.
Links	National Gambling Act and the Limpopo Gambling Act, Regulations, Rules and Licensing conditions.

INDICATOR	Number of corporate licenses issued					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	70	20	20	20	20	20

Sub-Programme: Compliance Audit

Sub-Programme	Compliance Audit.
Strategic Objective	Compliant gambling environment.
Objective Statement	To ensure that all license holders are 100% compliant with gambling legislation.
Baseline	22 Compliance Audits
Links	National Gambling Act and the Limpopo Gambling Act, Regulations, Rules, Norms and Standards.

INDICATOR	Number of compliance audits					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	22	13	24	24	24	24

INDICATOR	Number of levy audits					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	32	10	18	18	18	18

INDICATOR	Number of monitoring reports conducted bi-annually					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	2	2	2	2	2	3

RESOURCE REQUIREMENTS	
Human Resources Requirements	
Skills	
IT auditors.	
IT inspectors.	
Licensing officer.	
Legal investigators.	

Numbers	
4 IT auditors and 2 General auditors;	
2 Legal investigators and 1 Investigators;	
2 Licensing officers;	
2 IT inspectors and 2 Technical inspectors.	

Infrastructure
Specific buildings, vehicles or other.
Web-based license application system.
Web-based levy return submission system.
Web-based gambling control system.
Audit software.
Data analysis software.
Furniture and fittings.

ICT Resource Requirements
Notebooks with detachable screen.
Multipurpose LED screens.
Employee Card printer.
Video conferencing facilities.

Operational Finance Requirements
Provision for Car allowance.

Risk Management
Risk identified: Inadequate legislation to assist the LGB to carry out of its mandate and strategies.
Severity/Impact of risk: High.
Mitigation strategies: Continuous follow-up with LEDET.

Risk Management
Risk identified: Gambling license terms and conditions not implemented and maintained.
Severity/Impact of risk: High.
Mitigation strategies: Audits and Monitoring of licensees.

Risk Management
Risk identified: Loss of Revenue.
Severity/Impact of risk: High.
Mitigation strategies: Levy audits.

Risk Management
Risk identified: Gambling activities contrary to legislative and socio - economic development requirements.
Severity/Impact of risk: High.
Mitigation strategies: LGB legislation.

Risk Management
Risk identified: Increased illegal gambling activities within the province.
Severity/Impact of risk: Very High.
Mitigation strategies: Compliance audits, Inspections and Monitoring reviews.

PROGRAMME: LAW ENFORCEMENT

Objectives 1: Social Awareness and Upliftment

Programme	Law Enforcement.
Programme Objective	Illegal gambling reduced.
Objective Statement:	To reduce illegal gambling activities throughout the Province.
Baseline:	132 Illegal gambling campaigns
Links:	Awareness Campaign Registers

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
<p>Short-term (1-2 years)</p> <p>Maintain an effective and active Informer, Crime Intelligent Network to gather information regarding illegal gambling activities within the Province.</p> <p>Maintain active partnership with relevant stakeholders and identification of illegal gambling sites or activities within the Province.</p> <p>Improve effective physical raids, arrests and detention of illegal gamblers and owners at identified sites with the assistants of SAPS.</p>
<p>Medium-term (2-3 years)</p> <p>Maintain active partnership with relevant stakeholders and identification of illegal gambling sites or activities within the Province.</p>
<p>Long-term (3-5 years)</p> <p>Improve effective physical raids, arrests and detention of illegal gamblers and owners at identified sites with the assistants of SAPS.</p>

INDICATOR	NUMBER OF AWARENESS CAMPAIGNS CONDUCTED					
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
ANNUAL TARGET	308	55	65	75	85	95

RESOURCE REQUIREMENTS
<p>Human Resources Requirements</p> <p>Policing, crime prevention and investigating skills.</p>
<p>Infrastructure</p> <p>Vehicles: Ten vehicles needed, with a breakdown of five (5) single bakkies, three (3) double cabs, two (2) sedans, eleven (11) Luka firearms (pistols) each with two magazines and ten (10) cell phones.</p> <p>Maintenance requirements: Vehicle maintenance and continuous In-service training for Inspectors in line with current and relevant skills identified.</p>

ICT Resource Requirements
Technological requirements and needs: 8 (eight) desktops, 2 (two) laptops, two (2) Geographical Information (GIS) navigators and five (5) digital cameras.

Operational Finance Requirements
Annual Budget required: R7,205,718

Risk Management
Risk identified: Exposure to accidents, possible death and Occupation Health Hazards.
Severity/Impact of risk: High.
Mitigation strategies: Continuous training and sensitizing of Inspectors regarding safe driving, safe handling and utilisation of firearms, handling of confidential information. Continuous advising Inspectors to adhere to Code of Conduct.

Objectives 3: Enforcement of Legislation

Programme	Law Enforcement.
Programme Objective	Illegal gambling reduced.
Objective Statement:	To reduce illegal gambling activities throughout the Province.
Baseline:	360 cases.
Links:	Investigation Reports

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
<p>Short-term (1-2 years) Maintain an effective and active informer crime intelligence network to gather information regarding gambling activities within the province.</p>
<p>Medium-term (2-3 years) Maintain active partnership with relevant stakeholders to ensure that illegal gambling establishment sites within the province are identified and reported.</p>
<p>Long-term (3-5 years) Improve effective physical raids, arrests, detention and successful prosecution of illegal gambling offenders through SAPS and other law enforcement units in the province.</p>

INDICATOR	Number of investigations on illegal gambling activities					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	360	360	360	360	360	360

RESOURCE REQUIREMENTS
Human Resources Requirements
Policing, crime prevention and investigating skills.
Computer literacy.

Ten investigating officers to cover five municipal districts within the province.
Budget: R4,505,289.00

Infrastructure
Ten vehicles with a breakdown of five single bakkies, three double cabs, two sedans.
11 Luka firearms (pistols) each with two magazines.
Ten cell phones.
Vehicle maintenance and continuous in-service training of inspectors in line with current and relevant required skills.

ICT Resource Requirements
Eight desktop computers, two laptops, two geographical information (GIS) navigators and five digital cameras.

Operational Finance Requirements
Annual Budget required: R7,205,718.00

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 and safe handling of firearms. Conduct regular life style audits.

PROGRAMME: CORPORATE GOVERNANCE

Objectives 1: Social Awareness and Upliftment

Programme	Corporate Governance.
Programme Objective	Effective communication.
Objective Statement:	Effective flow of information to ensure that all stakeholders and employees are well informed and the correct decisions can be taken with the information at hand.
Baseline:	n/a
Links:	n/a

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
<p>Short-term (1-2 years)</p> <p>Development and implementation of communication strategy to ensure that all messages are communicated, whether to staff, management, outside, are communicated effectively. What you communicate e.g. responsible gambling - see a change. Changes in legislation and regulation be communicated to employees via circulars, BU meetings, newsletter, intranet, email.</p>
<p>Medium-term (2-3 years)</p> <p>Establishment of communication unit. Review and implementation of communication strategy.</p>
<p>Long-term (3-5 years)</p> <p>Establishment of communication unit. Review and implementation of communication strategy.</p>

INDICATOR	Number of reports posted on the website as per PFMA timeframe					
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
ANNUAL TARGET	n/a	4	4	4	4	4

RESOURCE REQUIREMENTS
Human Resources Requirements
Skills: Communication, public relations.
Numbers: 4 (2 communication officers, 1 communication manager, 1 senior communication manager).

ICT Resource Requirements
Technological requirements and needs (laptops, cell phones, etc.).
4 laptops, 4 tablets, 4 cell phones.

Risk Management
Risk identified: Information not effectively disseminated to all stakeholders. Increased disputes and legal action against the Board.
Severity/Impact of risk: High.
Mitigation strategies: Effective communication strategy.

Objectives 2: Financial Sustainability

Programme	Finance.
Programme Objective	Efficient and effective utilisation of resources.
Objective Statement:	To ensure efficient and effective utilisation of resources through strategic prioritisation.
Baseline:	12
Links:	In year monitoring reports

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
Short-term (1-2 years) Upgrade of the Financial budget management system. Ensure compilation and management of a balanced budget.
Medium-term (2-3 years) Ensure compilation and management of a balanced budget.
Long-term (3-5 years) Ensure compilation and management of a balanced budget.

INDICATOR	Number of in-year reports submitted to National, Provincial Treasury, Office of the Premier and LEDET						
	ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
		12	12	12	12	12	12

RESOURCE REQUIREMENTS
Human Resources Requirements Training of budget management processes, certification of budget management, training by the Provincial Treasury through monthly forums on budget management.
Infrastructure Enhancement of the Budget System.
Maintenance Requirements: Upgrade of the budget management system. Renewal of the license.
ICT Resource Requirements Upgrading of the financial budget management system.

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 Management
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.

Objectives 2: Financial Sustainability

Programme	Corporate Governance.
Programme Objective	Effective, efficient and transparent systems of financial, risk management and internal controls.
Objective Statement:	To ensure implementation of risk management and improve internal controls.
Baseline:	4 Reports.
Links:	Risk Monitoring Reports and Registers

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
Short-term (1-2 years) Acquiring Linkage of the ERM Software from Provincial Treasury/LEDET and training on software. Appointment as per approved organisational structure.
Medium-term (2-3 years) Upgrading ERM software and annual license renewal fee.
Long-term (3-5 years) Annual license renewal.

INDICATOR	Number of risk reports produced					
	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
ANNUAL TARGET	4	4	4	4	4	4

RESOURCE REQUIREMENTS
Human Resources Requirements
Skills: Training on ERM software.
Personnel Numbers: 1.

Infrastructure
Maintenance Requirements: License renewal of the system.

ICT Resource Requirements
ERM Software.

Operational Finance Requirements
Budget required: R 222,500.00

Risk Management
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"> 1. Full implementation of risk strategy to embed risk management in the Board. 2. Risk training and awareness for all staff. 3. Risk as an agenda item of the management meeting. 4. Review of insurance policies and cover for LGB (professional indemnity). 5. Review of the lease agreement with regards to any disaster or incidence to the building. 6. Investigate the feasibility of implementing and purchasing of ERM application. 7. Risk appetite levels must be set by the Audit Committee.

Programme	CEO/Corporate Governance.
Programme Objective	Effective system of internal audit and internal controls improved.
Objective Statement:	Clean Audit Opinion.
Baseline:	Unqualified Audit Opinion.
Links:	Auditor-General Management Report

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
Short-term (1-2 years) Clean Audit.
Medium-term (2-3 years) Maintain clean audit status.
Long-term (3-5 years) Establish in house Internal Audit unit. Maintain clean audit status.

INDICATOR	Number of the Internal Audit Coverage Plan produced					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	1	1	1	1	1	1

INDICATOR	Number of Financial Statements submitted to the Auditor General as per PFMA					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	1	1	1	1	1	1

RESOURCE REQUIREMENTS
Human Resources Requirements
Skills: GRAP Training.
Numbers: 1
Budget: 1,700,000.

Infrastructure
Maintenance Requirements: Annual licensing of the system.

ICT Resource Requirements
Acquiring the financial statements compilation system.

Risk Management
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 is performed.

Objectives 4: Capable Well Governed Organisation

Programme	Corporate Governance.
Programme Objective	Sound Governance.
Objective Statement:	A credible corporate and compliance plan produced.
Baseline:	Annual Corporate plan in place.
Links:	Framework for Strategic Planning, Annual and Performance Plans, MTEF guidelines, PFMA, regulations and practice notes.

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME

Short-term (1-2 years)
 Participate in LEDET strategic planning processes, provide scope of requirements to LEDET regarding annual increases of the Board's budget. Submit request and motivation for purchasing of current building.
 Implementation of an automated performance monitoring and reporting system.

INDICATOR	NUMBER OF IT REPORTS SUBMITTED TO THE BOARD					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	0	12	12	12	12	12

RESOURCE REQUIREMENTS

Human Resources Requirements
 Recruitment of 1 x staff member to compile strategic, annual and operational plans. Fulfill monitoring and verification checks and compile performance reports.

ICT Resource Requirements
 Automated performance management monitoring and reporting system.
 R600,000

Operational Finance Requirements
 Budget required R126 435,23 of printing of publications.

Risk Management
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: FINANCE

Sub-Programme: Information Technology

Objectives 4: Capable Well Governed Organisation

Programme	Information Technology.
Programme Objective	An ICT enabled work environment.
Objective Statement:	To ensure that all ICT systems are integrated and resources are utilised effectively.
Baseline:	78% (2 system out of 9) not integrated.
Links:	ICT framework.

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME

Short-term (1-2 years)

Determine strategy for system integration and which systems can be integrated at first. Investigate and develop mechanisms for License applications to become automated. Remote access to database information and internal systems (configuration of system).

All Board packs circulated and managed electronically (E-mail, Dropbox, Cloud). Utilisation of social media. Creating of blogs for board members to discuss matters before board meeting. Increasing social media presence.

Procurement of monitoring system and effective utilisation thereof.

Business process mapping and establishment of SOPs. Identifying opportunities for efficiency and effectiveness within the processes.

Medium-term (2-3 years)

ICT governance - monitoring of administrators.

Long-term (3-5 years)

ICT Frame work finalised.

INDICATOR	NUMBER OF IT REPORTS SUBMITTED TO THE BOARD						
	ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	n/a	12	12	12	12	12	12

RESOURCE REQUIREMENTS

Human Resources Requirements

Skills: Database administration (Support on all applications).

1 x Database administrator.

R400,000.

Training of employees on Monitoring system.

Infrastructure

Annual maintenance and licensing fees of software.

R358 181.

Risk Management

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 Management

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 Management

Risk Identified: No or inadequate IT governance.

Severity/Impact of Risk: High.

Mitigation Strategies: Quarterly awareness campaigns.

PROGRAMME: FINANCE

Sub-Programme: Human Resource Management

Objectives 5: Skilled, Competent and Innovative Workforce

Programme	Human Resource Management.
Programme Objective	Adequately skilled employed staff.
Objective Statement:	To ensure that appropriately qualified and competent staff are appointed.
Baseline:	4 positions currently vacant.
Links:	Organogram.

STRATEGIES AND INITIATIVES TO ACHIEVE PROGRAMME
<p>Short-term (1-2 years)</p> <p>Filling of the positions as per approved organogram.</p> <p>Execute planning and budgeting of the new positions.</p> <p>Ensure skilled, knowledgeable, experience people are appointed. Instill a culture of innovative thoughts by allowing people to challenge the status quo.</p>
<p>Medium-term (2-3 years)</p> <p>Filling of vacant positions.</p>
<p>Long-term (3-5 years)</p> <p>Filling of vacant positions.</p>

INDICATOR	Number of Human Resources reports submitted to the Board					
ANNUAL TARGET	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5
	3	4	4	4	4	4

RESOURCE REQUIREMENTS
<p>Human Resources Requirements</p> <p>Require 1 HR administrator with good interpersonal and communication skills, general understanding of HR related legislations, labour relations. computer literacy.</p>
<p>Risk Management</p> <p>Risk Identified: Non-responsive HR function and support to LGB.</p> <p>Severity/Impact of Risk: Medium risk to effectiveness and operations.</p> <p>Mitigation Strategies: Motivate for appointment of required individual.</p>
<p>Risk Management</p> <p>Risk Identified: Recruitment of unfit, unskilled and/or experienced people contrary to business requirements, needs and demands.</p> <p>Severity/Impact of Risk: Medium – High – Key executives and staff are lost due to the organisation not perceived as employer of choice.</p> <p>Mitigation Strategies: Reference and implementation of recruitment policy.</p>



**ANNUAL
PERFORMANCE PLAN
2015/16**



FOREWORD

We are submitting the Annual Performance Plan 2015/16, which is guided by the Strategic Plan. The Annual Performance Plan outlines the plan for the Board over the year. The plan is informed by the mandate of the Board as well as the Medium-term Strategic Framework (MTSF). The Board aligned their strategic priorities to the ones determined by Member of the Executive Council for Economic Development, Environment and Tourism.

The strategic priorities are as follows:

- Creating a well regulated gambling environment and eradication of illegal gambling activities.
- Promoting responsible gambling.
- Improving integrated planning and organisational efficiency and effectiveness.

The vision of the Limpopo Gambling Board focus on becoming the innovative and leading gambling regulator in Africa.

The Annual Performance Plan is aligned to the medium term expenditure budget.

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



Mr. S Charles Sekoati

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


OFFICIAL SIGN OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Limpopo Gambling Board under the guidance of the Board;
- Was prepared in line with the current Strategic Plan of the Limpopo Gambling Board;
- Accurately reflects the strategic objectives and objectives which the Limpopo Gambling Board will endeavour to achieve, given the resources made available in the budget for 2015/16 financial year.


Ms. Yvonne Mathabatha

Chief Financial Officer and Official Responsible for Planning

Signature:  _____

Mr. Serobi Maja

Chief Executive

Signature:  _____

Approved by

Mr. S Charles Sekoati

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

Signature:  _____

TABLE OF CONTENTS

ANNUAL PERFORMANCE PLAN	29
Vision	33
Mission	33
Values	33
Overview of budget and MTEF estimates	33
Updated Situational Analysis	33
Performance Delivery Environment	33
Organisational Environment	33
Revisions to legislative and other mandates	34
Outcome Orientated Objectives	35
PART B: PROGRAMMES AND SUB-PROGRAMMES	36
Programme: Compliance	36
Programme: Law Enforcement	39
Programme: CEO/Corporate Governance	40
Programme: Finance	42
PART C: LINK TO OTHER PLANS	44
Annexure A – Overview of budget and MTEF estimates	44
Annexure B – Technical Indicator Descriptions	46

PART A: STRATEGIC OVERVIEW

VISION

The innovative and leading gambling regulator in Africa.

MISSION

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

VALUES

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

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

OVERVIEW OF BUDGET AND MTEF ESTIMATES

See ANNEXURE A.

UPDATED SITUATIONAL ANALYSIS

See Strategic Plan.

PERFORMANCE DELIVERY ENVIRONMENT

See Strategic Plan.

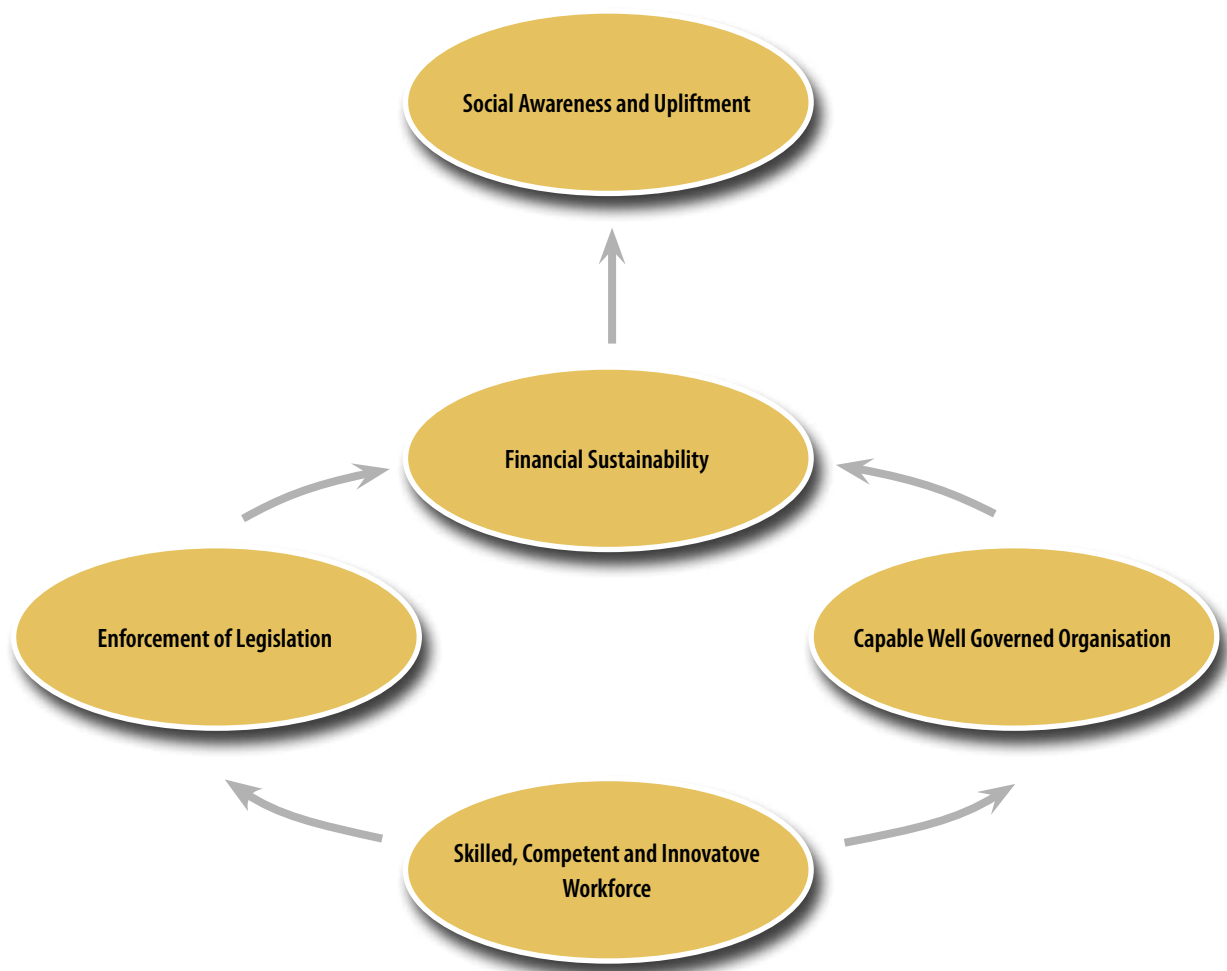
ORGANISATIONAL ENVIRONMENT

See Strategic Plan.

REVISIONS TO LEGISLATIVE AND OTHER MANDATES

See Strategic Plan

The Balanced Scorecard Methodology was used to plot these Objectives into a strategy map. The diagram below provide the maps developed and contains the Ultimate Outcome for the Board to achieve, as well as the Outcome Orientated Objectives of the Board for the next five years.



Well regulated gambling environment within Limpopo

OUTCOME ORIENTATED OBJECTIVES

The definitions of each of the abovementioned outcome orientated objectives follow:

OUTCOME ORIENTATED OBJECTIVES	
Strategic Outcome Oriented Objective 1	Social Awareness and Upliftment.
Objective Statement	To promote responsible gambling and contribute towards the upliftment of the disadvantaged communities with the province.
Strategic Outcome Oriented Objective 2	Financial Sustainability.
Objective Statement	To maintain an effective and efficient financial management system through compliance to PFMA Legislation, Regulations and Practice Notes.
Strategic Outcome Oriented Objective 3	Enforcement of Legislation.
Objective Statement	To ensure that all gambling activities conducted within the Province are compliant with legislation.
Strategic Outcome Oriented Objective 4	Capable Well Governed Organisation.
Objective Statement	The Board aims to strengthen and effectively manage their systems and procedures to ensure sound practices are adhered to. This should begin with ensuring that all systems are integrated and all activities of the Board are planned, monitored and evaluated on a regular and continuous basis. Regular transparent and consultative interactions with all relevant and identified stakeholders will instill public confidence in the Board.
Strategic Outcome Oriented Objective 5	Skilled, Competent and Innovative Workforce.
Objective Statement	To provide adequate, focused training opportunities to ensure competent, skilled and innovative staff. Ensure skilled, knowledgeable, experience people are appointed. Instill a culture of innovative thoughts by allowing people to challenge the status quo.

PART B: PROGRAMMES AND SUB-PROGRAMMES

PROGRAMME: COMPLIANCE

Objective 1: Social Awareness and Upliftment

PROGRAMME	Compliance.
PROGRAMME OBJECTIVE	Responsible gambling promoted.
OBJECTIVE STATEMENT	<ul style="list-style-type: none"> To promote responsible gambling through visibility and awareness. Ensure that responsible gambling promotions are portrayed on every gambling machine and at every licensee's premises.
BASELINE	12
LINKS	Responsible gambling strategy

Key programme initiatives

INITIATIVE/PROJECT	MILESTONES/ ACTIVITIES QUARTER 1	MILESTONES/ ACTIVITIES QUARTER 2	MILESTONES/ ACTIVITIES QUARTER 3	MILESTONES/ ACTIVITIES QUARTER 4
Conduct Responsible Gambling Campaigns.	n/a	1 Responsible gambling campaign.	n/a	1 Responsible gambling campaign.

INDICATOR	NUMBER OF RESPONSIBLE GAMBLING CAMPAIGNS						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Reports on the implementation of responsible gambling strategy.		16 Responsible gambling campaigns.	16 Responsible gambling campaigns.	4	2	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	2	n/a	1	n/a	1

Objective 2: Financial Sustainability

PROGRAMME	Compliance.
PROGRAMME OBJECTIVE	Revenue enhanced.
OBJECTIVE STATEMENT	To increase revenue collection annually to become financially self-sustainable.
KPI	Number of revenue reports produced.
BASELINE	12.
LINKS	-

INDICATOR	NUMBER OF REVENUE REPORTS PRODUCED						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	12	12	12	12

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Monthly	12	3	3	3	3

Objective 3: Enforcement of Legislation

PROGRAMME	Compliance.
PROGRAMME OBJECTIVE	Gambling activities compliant with relevant legislations.
OBJECTIVE STATEMENT	To ensure a fairly regulated gambling industry. 100% Compliant licensed entities.
BASELINE	95% Compliance
LINKS	National Gambling Act and the Limpopo Gambling Act, Regulations and Rules.

Key programme initiatives

INITIATIVE/ PROJECT	MILESTONES/ ACTIVITIES QUARTER 1	MILESTONES/ ACTIVITIES QUARTER 2	MILESTONES/ ACTIVITIES QUARTER 3	MILESTONES/ ACTIVITIES QUARTER 4	PERSON RESPONSIBLE	BUDGET REQUIREMENT
Licensing of Bingo Operator and Sites.	Receipt of Applications.	Investigation of Applications.	Investigation of Applications.	Investigation of Applications.	Senior Manager Compliance.	R10 200 000
Investigations and Licensing of Type B LPM sites (2015/16).	Investigation and Issuing of LPM Type B licenses.	Investigation and Issuing of LPM Type B licenses.	Investigation and Issuing of LPM Type B licenses.	Investigation and Issuing of LPM Type B licenses.	Senior Manager Compliance.	R800 000
Certificate of Suitability.	Receipt of Applications.	Investigation of Applications.	Investigation of Applications.	Issue certificate of suitability.	Senior Manager Compliance.	R80 000

Sub-Programme: Gambling Control

PROGRAMME	Gambling Control.
PROGRAMME OBJECTIVE	Controlled gambling environment.
OBJECTIVE STATEMENT	To ensure 100% technical compliance with gambling legislation and standards at all sites inspected.
BASELINE	32 compliance inspections completed.
LINKS	National Gambling Act and the Limpopo Gambling Act, Regulations and Rules.

INDICATOR	NUMBER OF COMPLIANCE INSPECTION REPORTS						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	n/a	15	15	15

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	15	4	4	3	4

Sub-Programme: Licensing and Investigations

PROGRAMME	Compliance.
PROGRAMME OBJECTIVE	Compliant gambling environment.
OBJECTIVE STATEMENT	To ensure that all license holders are 100% compliant with gambling legislation.
BASELINE	37 Licences issued.
LINKS	National Gambling Act and the Limpopo Gambling ,Regulations, Rules, Norms and Standards.

INDICATOR	CORPORATE LICENCES ISSUED						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
ANNUAL TARGET	44	17	Process all applications	42	20	20	20

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	20	5	5	5	5

Sub-Programme: Compliance Audits

PROGRAMME	Compliance.
PROGRAMME OBJECTIVE	Compliant gambling environment.
OBJECTIVE STATEMENT	To ensure that all license holders are 100% compliant with gambling legislation.
BASELINE	22 Compliance Audits.
LINKS	National Gambling Act and the Limpopo Gambling ,Regulations, Rules, Norms and Standards.

INDICATOR	NUMBER OF COMPLIANCE AUDITS						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
ANNUAL TARGET	46	52	2 Compliance Audits per licence	22	13	24	24

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	13	3	5	2	3

INDICATOR	NUMBER OF LEVY AUDITS CONDUCTED						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
ANNUAL TARGET	21	30	n/a	18	10	18	18

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	10	3	1	3	3

INDICATOR	NUMBER OF MONITORING REPORTS CONDUCTED BI-ANNUALLY						
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
ANNUAL TARGET	4	2	2	2	2	3	3

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	2	n/a	1	n/a	1

PROGRAMME: LAW ENFORCEMENT

Objective 1: Social Awareness and Upliftment

PROGRAMME	Law Enforcement.
PROGRAMME OBJECTIVE	Illegal gambling reduced.
OBJECTIVE STATEMENT	To reduce illegal gambling activities throughout the province.
BASELINE	132 Illegal gambling campaigns.
LINKS	Awareness campaigns registers

Key programme initiatives

INITIATIVE/ PROJECT	MILESTONES/ ACTIVITIES QUARTER 1	MILESTONES/ ACTIVITIES QUARTER 2	MILESTONES/ ACTIVITIES QUARTER 3	MILESTONES/ ACTIVITIES QUARTER 4	PERSON RESPONSIBLE	BUDGET REQUIREMENT
Conduct social crime prevention.	15	15	10	15	Snr. Manger	R28,000

INDICATOR	NUMBER OF AWARENESS CAMPAIGNS CONDUCTED						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	244	264	308	132	75	85	95

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	75	20	20	15	20

Objective2: Enforcement of Legislation

PROGRAMME	Law Enforcement.
PROGRAMME OBJECTIVE	Illegal gambling reduced.
OBJECTIVE STATEMENT	To reduce illegal gambling activities throughout the Province.
BASELINE	360 Cases.
LINKS	Investigation Reports

INDICATOR	NUMBER OF INVESTIGATIONS ON ILLEGAL GAMBLING ACTIVITIES						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	360	360	360	360

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	360	90	90	90	90

PROGRAMME: CORPORATE GOVERNANCE

Objective 1: Social Awareness and Upliftment

PROGRAMME	Corporate Governance.
PROGRAMME OBJECTIVE	Effective communication.
OBJECTIVE STATEMENT	Effective flow of information to ensure that all stakeholders and employees are well informed and the correct decisions can be taken with the information at hand.
BASELINE	4
LINKS	Treasury Regulations and Public Finance Management Act.

INDICATOR	NUMBER OF REPORTS POSTED ON THE WEBSITE AS PER PFMA TIMEFRAME						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	n/a	4	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	4	1	1	1	1

Objective2: Financial Sustainability

PROGRAMME	Finance.
PROGRAMME OBJECTIVE	Efficient and effective utilisation of resources.
OBJECTIVE STATEMENT	To ensure efficient and effective utilisation of resources through strategic prioritisation.
BASELINE	12 reports.
LINKS	Public Entities Reports

INDICATOR	NUMBER OF IN-YEAR REPORTS SUBMITTED TO NATIONAL, PROVINCIAL TREASURY, OFFICE OF THE PREMIER AND LEDET						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	12	12	12	12	12	12	12

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	12	3	3	3	3

Objective 4: Capable Well Governed Organisation

PROGRAMME	Corporate Governance.
PROGRAMME OBJECTIVE	Sound Governance.
OBJECTIVE STATEMENT	To prepare and update a credible corporate plan in compliance to PFMA.
BASELINE	Annual Corporate Plan in place.
LINKS	Framework for Strategic Planning, Annual and Performance Plans, MTEF guidelines, PFMA, regulations and practice notes.

INDICATOR	NUMBER OF RISK REPORTS PRODUCED						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	4	4	4	4	4	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	4	1	1	1	1

PROGRAMME	Corporate Governance.
PROGRAMME OBJECTIVE	Effective system of internal audit and internal controls improved
OBJECTIVE STATEMENT	To improve internal controls
BASELINE	1
LINKS	Public Finance Management Act

INDICATOR	NUMBER OF INTERNAL AUDIT COVERAGE PLANS PRODUCED						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	1	1	1	1	1	1	1

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Annually	1	n/a	n/a	n/a	1

INDICATOR	NUMBER OF FINANCIAL STATEMENTS SUBMITTED TO AUDITOR-GENERAL AS PER PFMA						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	1	1	1	1	1	1	1

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Annually	1	1	n/a	n/a	n/a

Objective 4: Capable Well Governed Organisation

PROGRAMME	Corporate Governance.
PROGRAMME OBJECTIVE	Sound Governance.
OBJECTIVE STATEMENT	To prepare and update a credible corporate plan in compliance to PFMA.
BASELINE	Annual Corporate Plan in place.
LINKS	Framework for Strategic Planning, Annual and Performance Plans, MTEF guidelines, PFMA, regulations and practice notes.

INDICATOR	NUMBER OF QUARTERLY PERFORMANCE REPORTS SUBMITTED TO LEDET AND PROVINCIAL TREASURY/PREMIER'S OFFICE						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	4	4	4	4	4	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	4	1	1	1	1

INDICATOR	NUMBER OF ASSURANCE CERTIFICATES SUBMITTED TO LEDET						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	4	4	4	4	4	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	4	1	1	1	1

PROGRAMME: FINANCE

Sub-Programme: Information Technology

Objective 4: Capable Well Governed Organisation

PROGRAMME	Information Technology.
PROGRAMME OBJECTIVE	An ICT enabled work environment.
OBJECTIVE STATEMENT	To ensure that all ICT systems are integrated and resources are utilised effectively.
BASELINE	78% (2 system out of 9) not integrated.
LINKS	ICT framework.

Key programme initiatives

INITIATIVE/ PROJECT	MILESTONES/ ACTIVITIES QUARTER 1	MILESTONES/ ACTIVITIES QUARTER 2	MILESTONES/ ACTIVITIES QUARTER 3	MILESTONES/ ACTIVITIES QUARTER 4	PERSON RESPONSIBLE	BUDGET REQUIREMENT
Off-site back-up	Specifications	Tendering	Awarding of tender and Implementation	Implementation	IT Manager	R500,000

INDICATOR	NUMBER OF IT REPORTS SUBMITTED TO THE BOARD						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	n/a	12	12	12

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	12	3	3	3	3

Objective 5: Skilled, Competent and Innovative Workforce

PROGRAMME	Human Resource Management.
PROGRAMME OBJECTIVE	Adequately skilled employed staff.
OBJECTIVE STATEMENT	To ensure that appropriately qualified and competent staff are appointed.
BASELINE	4 positions currently vacant.
LINKS	Organogram.

INDICATOR	NUMBER OF HUMAN RESOURCES REPORTS SUBMITTED TO THE BOARD						
ANNUAL TARGET	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	n/a	n/a	n/a	n/a	4	4	4

REPORTING PERIOD	ANNUAL TARGET	QUARTERLY TARGETS			
		1 st	2 nd	3 rd	4 th
Quarterly	4	1	1	1	1

PART C: LINK TO OTHER PLANS

ANNEXURE A: OVERVIEW OF BUDGET AND MTEF ESTIMATES

OVERVIEW OF BUDGET AND MTEF ESTIMATES

MTEF Budget 2015/16-2017/18

PROGRAMME	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	2011/12	2012/13	2013/14		Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue	53 827	45 675	53 941	46 675	48 559	56 867	60 435
Payroll	21 616	22 016	23 832	26 667	31 575	33 785	35 812
OPEX	12 414	12 359	24 878	19 558	16 984	21 082	22 623
Total Operating Expenditure	34 030	34 375	48 710	46 225	48 559	54 867	58 435
Surplus/(Deficit)	19 797	11 300	5 231	450	-	2 000	2 000
CAPEX	1 022	4 139	1 836	450	-	2 000	2 000
Total Expenditure	35 052	38 514	50 546	46 675	48 559	56 867	60 435

Revenue Trends to Strategic Goals

SOURCE OF FUNDING	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	2011/12	2012/13	2013/14		Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Transfer Received	48 000	39 000	47 800	46 675	48 559	56 867	60 435
Own Revenue	5 800	6 670	-	-	-	-	-
Total	53 800	45 670	47 800	46 675	48 559	56 867	60 435

Summary of Own Receipts and Levies

SOURCE OF FUNDING	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	2011/12	2012/13	2013/14		Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Casino taxes	21 000	39 400	39 800	50 807	61 548	66 472	69 796
Horse racing taxes	8 800	4 300	8 200	10 563	11 923	12 698	13 333
Own Revenue	-	-	6 590	5 965	10 319	9 659	9 593
Other Revenue	-	-	779	1 404	1 488	1 578	1 672
Total Revenue to be transferred to LEDET	29 800	43 700	55 369	68 739	85 278	90 407	94 394

Trends on Revenue

The Practice Notes 2 of 2013 prescribes that own revenue received should be surrendered to the Provincial Treasury.

The grant appropriated for 2015/16 is R48 559 000,00.

BUDGET TRENDS

Expenditure Trends to Strategic Goals

PROGRAMME	Audited Outcome			Adjusted Appropriation	Medium Term Expenditure		
	2011/12	2012/13	2013/14		Estimates		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Compensation of employees	21 617	22 021	23 832	26 667	31 575	33 785	35 812
Goods and services	11 647	11 582	23 737	18 867	16 984	21 082	22 623
Depreciation	767	797	1 141	1 141	-	-	-
Total operating expenses	34 031	34 400	48 710	46 675	48 559	54 867	58 435
CAPEX	1 022	4 189	1 836	-	-	2 000	2 000

The Board budget pressures:

- The annual rental increases by 10% annually is not re-fenced by the department.
- The accommodation for Law-Enforcement and Compliance is not sufficiently budgeted for. The third casino has been opened and this was not considered by the department when budget was allocated. The COE has to increase in proportion to the additional casino which will be operating in 2015.

ANNEXURE B – TECHNICAL INDICATOR DESCRIPTIONS

Objective 1: Social Awareness and Upliftment

Programme	Social crime prevention.
Indicator Title	To eradication illegal gambling activities in the Province by 2019 through proactive and reactive programmes.
Short description	Investigation, combating and conducting awareness regarding illegal gambling activities within the Province.
Purpose/importance	To show reduction and control of all forms of illegal gambling activities within the Province.
Source/collection of data	Source for data collection will includes Limpopo Gambling Board's Crime registers and Crime Administration System of the South African Police Services (CAS of SAPS) around police station within Limpopo.
Method of calculation	Number of illegal gambling activities identified, divide by number of illegal gambling activities raided and closed-down and owners, gamblers are arrested, prosecuted and convicted.
Data limitations	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.
Type of indicator	The indicator measures both inputs and outputs. This means the amount of efforts inserted by Law Enforcement and their results, whether positive or negative.
Calculation type	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 continues in their illegal activities, and therefore renders the process cumulative.
Reporting cycle	The reporting circle will be monthly, quarterly and annually.
New indicator	Continues without change from the previous year.
Desired performance	Current performance needs to be improved, based on new methods introduced by criminals.
Indicator responsibility (owner)	Senior Manager: Law Enforcement.

Programme	Crime awareness campaigns.
Indicator Title	Presentation on awareness of illegal gambling activities.
Short description	Communicating the consequences, impact and the danger of illegal gambling activities towards individual social life and not contributing towards taxation of the country.
Purpose/importance	To inform communities about the danger of illegal gambling activities.
Source/collection of data	Through conduct session with community members.
Method of calculation	Number of community members who attends crime awareness campaigns.
Data limitations	Communities not responding to meetings.
Type of indicator	Measures both inputs and outputs.
Calculation type	Non-cumulative.
Reporting cycle	Reporting monthly, quarterly and annually.
New indicator	Continues without change from the previous year.
Desired performance	Improved skills in facilitation and communication processes.
Indicator responsibility (owner)	Senior Manager: Law Enforcement.
Indicator updater	Senior Manager: Law Enforcement.

Objective 2: Financial Sustainability

Programme	Compliance Audit.
Indicator Title	% increase in revenue.
Short description	5% annual increase in revenue.
Purpose/importance	To ensure compliance with the revenue enhancement strategy.
Source/collection of data	Quarterly and annual Revenue reports.
Method of calculation	Difference between revenue collected from the previous financial year and the current financial year and divided by the current Financial year revenue.
Data limitations	None.
Type of indicator	Output.
Calculation type	Percentage.
Reporting cycle	Quarterly and Annually.
New indicator	Yes, but historic data is available for comparison and trends.
Desired performance	5% increase in annual revenue.
Indicator responsibility (owner)	Senior Manager: Compliance.

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

Indicator title	Internal audit.
Short description	Submission of the annual internal audit plan to the Audit Committee.
Purpose	Ensuring that internal audit execute the audit as planned and report is done as per plan to the Audit Committee.

Source/collection of data	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.
Method of consolidation	Each internal audit report will be submitted to Audit Committee after it has been discussed and signed off by CFO.
Data limitations	The accuracy of the report will be determined by Audit Committee.
Calculation type	Measures impact.
Reporting cycle	Cumulative.
New indicator	No.
Desired performance	As per plan.
Indicator responsibility	The indicator is to monitor actual performance which must be the same as projected unless audit committee or CEO request extension of scope due to fraud or loss of revenue. CEO, CFO.

Indicator title	Audit in terms of PFMA.
Short description	Preparation of financial statements and submission to Auditor General two months after year end.
Purpose	Ensure submission of financial statements as prescribed by PFMA.
Source/collection of data	Audit time table compiled by CFO and submitted to Audit Committee for approval. Action plan on previous year audit report submitted to Audit Committee updating them on the progress to avoid receiving the same queries as previous years. Compiling of financial statements by the senior manager finance. Checking of financial statements by CFO. Senior managers to check and sign off the performance reports and submit to CFO. CFO to check that all figures on the performance report are correct and reconciled amongst business units. Submission to Audit Committee for approval for submission to AG. Signing off the financial statements by chairperson of the board. Submission of financial and performance report to AG.
Method of consolidation	Audit file is prepared and signed off by senior manager finance or CFO for segregation of duties.
Data limitations	Senior managers might sign off their departmental reports which AG might query because of not understanding the Board's business. Non-reconciliation of information by departments.
Calculation type	Cumulative and non cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	As per target.
Indicator responsibility	CFO.

Objective 2: Financial Sustainability

Programme	Gambling Control Inspections.
Programme	Gambling control.
Indicator Title	Number of monthly compliance inspections per corporate entity conducted (1 per month for Casino's, 1 per quarter for Route Operators).
Short description	Number of compliance inspections conducted per corporate licensee conducted (1 per month for Casino's and 1 per quarter for Route Operators).

Purpose/importance	To ensure that the corporate licensees adhere to gambling legislations and licence conditions.
Source/collection of data	Site Inspections reports.
Method of calculation	Count of Site Inspections reports.
Data limitations	None.
Type of indicator	Output.
Calculation type	Number.
Reporting cycle	Monthly.
New indicator	Yes, but historic data is available for comparison and trends.
Desired performance	100% (all) adherence to legislation and licence conditions.
Indicator responsibility (owner)	Senior Manager: Compliance.
Indicator updater	Manager: Gambling Control.

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

Programme	Compliance Audit.
Indicator Title	Number of levy audits conducted on bi-annually.
Short description	Percentage of licensed entities that adhere to Gambling legislation and licence conditions.
Purpose/importance	To ensure that all licensees adhere to the licensed conditions.
Source/collection of data	Levy audit Reports.
Method of calculation	Count number of Levy Audit Reports.
Data limitations	None.
Type of indicator	Outcome.
Calculation type	Number.
Reporting cycle	6 Monthly.

New indicator	Yes, but historic data is available for comparison and trends.
Desired performance	100% (all) adherence to gambling Legislation and licensed conditions.
Indicator responsibility (owner)	Senior Manager: Compliance.
Indicator updater	Manager: Audit.

Programme	Compliance Audit.
Indicator Title	Number of monitoring audits conducted bi-annually.
Short description	Number of monitoring audits conducted that conducted per Casino licensee conducted (1 per Semester).
Purpose/importance	To ensure that the corporate licensees adhere to the license conditions and Bid commitments
Source/collection of data	Monitoring audits reports.
Method of calculation	Count of monitoring audit reports.
Data limitations	None.
Type of indicator	Output.
Calculation type	Number.
Reporting cycle	Per Semester.
New indicator	No.
Desired performance	100% (all) adherence to legislations.
Indicator responsibility (owner)	Senior Manager: Compliance.
Indicator updater	Manager: Compliance Audit.

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

Objective 4: Capable Well Governed Organisation

Sub-Programme	Information Technology.
Indicator Title	IT Reports.
Short description	Number of IT reports submitted to the Board.
Purpose/importance	To ensure that all reports are submitted to the Board.
Source/collection of data	ICT Framework (ICT Policies).
Method of calculation	Number of reports.
Data limitations	None.
Type of indicator	Outcome.
Calculation type	Number of reports.
Reporting cycle	Monthly.
New indicator	Yes.
Desired performance	12 reports submitted to the Audit Committee.
Indicator responsibility (owner)	IT Manager.
Indicator updater	IT Manager.

Programme	Corporate Governance.
Indicator Title	Sound governance. Preparation of credible Corporate Plan.
Short description	Number of quarterly performance reports submitted to LEDET and Provincial Treasury/Premier's Office.
Purpose/importance	Ensuring that the Board set targets as indicated in Strategic Plan and Annual Performance Plan are monitored.
Source/collection of data	Divisional submissions by Senior Managers to CFO for consolidation of the Quarterly Reports.
Method of calculation	Number of Reports.
Data limitations	Unrealistic objectives.
Type of indicator	Outcome.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	The targeted performance is desired. The progress to date should be the same as performance indicator on the APP.
Indicator responsibility (owner)	Chief Executive Officer.
Indicator updater	Chief Financial Officer.

Programme	Corporate Governance.
Indicator Title	Sound Governance.
Short description	Number of assurance certificates.
Purpose/importance	Ensuring compliance to the PFMA.
Source/collection of data	Compilation by the CFO.
Method of calculation	Number of assurance certificates.
Data limitations	Limited funds and political interference.
Type of indicator	The indicator is measuring activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Actual as per target.
Indicator responsibility (owner)	CEO.
Indicator updater	CFO.

Objective 5: Skilled, Competent and Innovative Workforce

Programme	Human Resources Management.
Indicator Title	Human Resources Quarterly Reports.
Short description	Number of Human Resources reports submitted to the Board.
Purpose/importance	To ensure compliance to the Human Resource Committee Charter.
Source/collection of data	Quarterly reports within the HR Division.
Method of calculation	Reports Consolidated by the HR manager and the CEO recommends for submission to the board.
Data limitations	The accuracy of the reports will depend on the reliability of the financial records kept at finance.
Type of indicator	Activity.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	Yes.
Desired performance	To ensure consistent reporting to the board.
Indicator responsibility (owner)	HR Manager.
Indicator updater	HR Manager.



Physical Address
8 Hans van Rensburg Street
Polokwane
0699
Limpopo Province
South Africa

Postal Address
Private Bag X9520
Polokwane
0700
Limpopo Province
South Africa

Tel: +27 15 230 2300
Fax: +27 86 505 3460
Email: ceo@lgb.co.za
Website: www.lgb.co.za