



KwaZulu-Natal Gaming and Betting Board

Annual Performance Plan

2018/19

FOREWORD

Message by the Responsible MEC: Premier T W Mchunu

The KZN Gaming and Betting Board is a Schedule 3C Public Entity which falls within the authority of the Office of the Premier. I am pleased to present the entity's Annual Performance Plan.

The industry directly creates jobs and generates revenue, meaning that the industry remains both a direct and indirect catalyst for economic growth, since taxes that are collected form a part of the provincial fiscus, which itself catalyses growth.

Provincial Treasury has focused its efforts on ensuring budget discipline, prudent financial management and integrity, as these are prerequisites for good governance. The KZN Gaming and Betting Board, as a reporting entity within my portfolio, will also focus on austerity measures in its planning and execution of strategic and operational objectives.

This Province is seeing a sharp deterioration in the economic environment, and the entity needs to set its strategic outcome oriented goals, taking into account the knock-on effects on government revenues and available resources. The entity, under my leadership, will commit itself to ensuring the best possible return on its resources, taking into account the societal negative impacts of gambling.

The transformation of the gaming and betting industry remains a priority in the strategic outcomes of the entity. In addition, we need to ensure the involvement of more communities in the industry and increase employment and look at ways of protecting the interests of the public. There needs to be a balance between job creation, socio-economic development and revenue collection contributions by this sector.

The Annual Performance Plan (APP) of the KZN Gaming and Betting Board holds a great degree of significance, as this plan outlines the path on which the entity must proceed, in order to attain its strategic goals. The APP has been prepared within the context of the Strategic Plan of the KZNGBB, coupled with the Provincial Growth and Development Strategy. The adoption of the Annual Performance Plan will take the entity forward, in terms of attaining its strategic objectives and key result areas, within the specified targets.

Premier T W Mchunu
Responsible MEC

Chairperson's Foreword

The role of the entity is to protect the interests of the public through ensuring legalised gambling, through enforcement and licensing within the legislative prescripts. In developing this Annual Performance Plan (APP), we took into account the entity's strategic outcomes and set performance targets for the 2018/19 financial year. During the 2017/18 financial year, the Board has had an opportunity to reflect and assess how we intend to conduct our business going forward in making sure we support Government's priorities as well as the statutory obligations set out in the KZN Gaming and Betting Act. The focus of the entity for 2018/19 include the following:

- Delivering a significant source of revenue for the Provincial Government from gambling taxes.
- Ensuring the integrity of the gambling industry is maintained through strict enforcement of applicable legislation.
- Ensuring the industry contributes meaningfully to socio-economic development and employment opportunities. This objective is aimed at broadening access to socio-economic benefits to the gambling sector for communities within which gambling licensees operate. This will contribute to the Poverty Alleviation Master Plan for the Province.
- Ensuring radical transformation of the industry it regulates in line with B-BBEE legislative requirements (ownership, management control, enterprise and supplier development and socio-economic development).
- Protecting vulnerable groups such as minors, problem gamblers etc. and informing and educating the public regarding illegal gambling activities.

The entity ensures that its strategic objectives align with the following:

- The protection of players and integrity and fairness of the industry through the strict control and supervision of the industry.
- The uniformity and harmonisation of policy and legislation at all levels of government across provinces through minimum norms and standards, co-operation and co-ordination.
- The generation of revenue and taxes for Provincial Government which contribute to good causes.
- The economic empowerment of the historically disadvantaged and the promotion of economic growth, development and employment.
- The protection of society from the over stimulation of latent gambling through limitation of gambling opportunities.

The APP will state what the entity intends doing to achieve its strategic outcome oriented goals as contained in the Board's Strategic Plan. It will outline the strategic intention(s), specific intervention(s) and progress measures. The APP sets performance targets at Programme and Sub-Programme levels. The entity will report on performance progress in terms of the National Treasury Guideline on Quarterly Reporting for Public Entities and in terms of the Public Finance Management Act (PFMA, 1999). This document has been developed taking into account the priorities from the Provincial Growth and Development Plan.

Adv B S Khuzwayo
Board Chairperson

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan (APP):

- Was developed by the management of the KwaZulu-Natal Gaming and Betting Board (KZNGBB) under the guidance of the Board of KZNGBB.
- Was prepared in line with the Strategic Plan of KZNGBB for the period 2017/18 to 2021/22.
- Accurately reflects the performance targets which KZNGBB will endeavour to achieve given the resources available in the 2018/2019 financial budget.

Name and Designation	Signature
Mr V Ramdas Chief Financial Officer	
Ms P Baloyi Chief Executive Officer – Accounting Officer	
Adv B S Khuzwayo Board Chairperson – Accounting Authority	
Premier T W Mchunu MEC Responsible	

TABLE OF CONTENTS		
PART A	STRATEGIC OVERVIEW	8
1.	Vision	8
2.	Mission	8
3.	Updated Situational Analysis	8
3.1	Performance Delivery Environment	8
3.2	Organisational Environment	11
3.3	Organisational Structure	13
4.	Revisions to Legislative and Other Mandates	14
5.	Overview of 2018/19 Budget and Medium Term Expenditure Framework (MTEF) Estimates	14
5.1	Revenue	14
5.2	Expenditure by Programme	15
5.3	Expenditure by Economic Classification	15
5.4	Analysis of Goods and Services	16
5.5	Relating Expenditure Trends to Strategic Outcome Oriented Goals	17
PART B	PROGRAMME AND SUB-PROGRAMME PLANS	17
6.	Programme 1: Administration	17
6.1	Sub-Programme 1.1 – Office of the CEO	18
6.1.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	18
6.1.2	Performance Indicators and Annual Targets for 2018/19	19
6.1.3	Performance Indicators Quarterly Targets for 2018/19	20
6.2	Sub-Programme 1.2 – Governance, Risk and Compliance	20
6.2.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	21
6.2.2	Performance Indicators and Annual Targets for 2018/19	22
6.2.3	Performance Indicators Quarterly Targets for 2018/19	22
6.3	Sub-Programme 1.3 – Legal Services	22
6.3.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	23
6.3.2	Performance Indicators and Annual Targets for 2018/19	23
6.3.3	Performance Indicators Quarterly Targets for 2018/19	24
6.4	Sub-Programme 1.4 – Human Resources	25
6.4.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	25
6.4.2	Performance Indicators and Annual Targets for 2018/19	25

TABLE OF CONTENTS		
6.4.3	Performance Indicators Quarterly Targets for 2018/19	26
6.5	Sub-Programme 1.5 – Communications	26
6.5.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	26
6.5.2	Performance Indicators and Annual Targets for 2018/19	27
6.5.3	Performance Indicators Quarterly Targets for 2018/19	27
6.6	Reconciling Performance Targets with the Budget and MTEF: Programme 1 Administration	28
6.7	Performance and Expenditure Trends: Programme 1 Administration	30
7.	Programme 2: Finance	31
7.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	31
7.2	Performance Indicators and Annual Targets for 2018/19	31
7.3	Performance Indicators Quarterly Targets for 2018/19	32
7.4	Reconciling Performance Targets with the Budget and MTEF	33
7.5	Performance and Expenditure Trends	33
8.	Programme 3 – Information and Communication Technology	34
8.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	34
8.2	Performance Indicators and Annual Targets for 2018/19	35
8.3	Performance Indicators Quarterly Targets for 2018/19	35
8.4	Reconciling Performance Targets with the Budget and MTEF	35
8.5	Performance and Expenditure Trends	36
9.	Programme 4: Licensing and Registration	36
9.1.	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	37
9.2	Sub-Programme 4.1: Licensing and Registration: Betting	37
9.2.1	Performance Indicators and Annual Targets for 2018/19	37
9.2.2	Performance Indicators Quarterly Targets for 2018/19	39
9.3	Sub-Programme 4.2: Licensing and Registration: Gaming	40
9.3.1	Performance Indicators and Annual Targets for 2018/19	40
9.3.2	Performance Indicators Quarterly Targets for 2018/19	41
9.4	Reconciling Performance Targets with the Budget and MTEF: Programme 4 Licensing and Registration	42
9.5	Performance and Expenditure Trends: Programme 4 Licensing and Registration	43
10.	Programme 5: Gaming Monitoring and Control	44

TABLE OF CONTENTS		
10.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	44
10.2	Sub-Programme 5.1: Monitoring and Gaming Audit	45
10.2.1	Performance Indicators and Annual Targets for 2018/19	45
10.2.2	Performance Indicators Quarterly Targets for 2018/19	46
10.3	Sub-Programme 5.2: Gaming Control	47
10.3.1	Performance Indicators and Annual Targets for 2018/19	47
10.3.2	Performance Indicators Quarterly Targets for 2018/19	48
10.4	Reconciling Performance Targets with the Budget and MTEF: Programme 5 Gaming Monitoring & Control	48
10.5	Performance and Expenditure Trends: Programme 5 Gaming Monitoring and Control	50
11.	Programme 6: Betting Monitoring and Control	50
11.1	Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets	51
11.2	Performance Indicators and Annual Targets for 2018/19	52
11.3	Performance Indicators Quarterly Targets for 2018/19	53
11.4	Reconciling Performance Targets with the Budget and MTEF	54
11.5	Performance and Expenditure Trends	55
PART C	LINKS TO OTHER PLANS	56
12.1	Links to the Provincial Growth and Development Plan (PGDP) and Medium Term Strategic Framework (MTSF)	56
12.2	Links to the KZNGBB Strategic Plan	59
13.	Conditional Grants	60
14.	Public Entities	60
15.	Public-Private Partnerships	60
ANNEXURE A	CHANGES TO KZNGBB STRATEGIC PLAN	61-77
ANNEXURE B	TECHNICAL INDICATORS	78-93

PART A: STRATEGIC OVERVIEW

1. VISION

“We strive to be the centre of excellence in gambling regulation and transformation of the industry.”

2. MISSION

“To protect the interest of the public by ensuring the integrity of legalised gambling through:

- Strict enforcement of applicable legislation;
- Licensing and registration of qualified entities and individuals; and
- Fulfilling the objectives of the Provincial Government to deliver a significant source of revenue, enhance tourism, develop and transform the gaming and horse racing industry, whilst promoting broad socio- economic and employment opportunities.”

3. UPDATED SITUATIONAL ANALYSIS

The entity's plan has been set out taking into consideration South Africa's negative growth environment. South Africa's real gross domestic product (GDP) growth rate was 2,0% in the third quarter of 2017, whilst the unemployment rate rose to 27,7% in the first quarter of 2017, being the highest unemployment rate observed since September 2003 (*according to figures published by Stats SA*).

Due to the negative growth rate of the economy, the industry for the 2017/18 financial year has shown a slight decline in revenues when compared to previous years' growth. This slow growth is anticipated to continue given the slow recovery of the economy.

In October 2017, the KZN Gaming and Betting Act was amended which impacts on various aspects of gambling operations. A number of public hearings were held to consider various applications and Section 87 enquiries were held to deal with instances of non-compliance by licensees/registrants.

Transformation and socio-economic development within the gambling industry remain core focus areas. The Board's Transformation Strategy seeks to: promote opportunities for persons contemplated in the definition of “broad based black economic empowerment” as contemplated in the B-BBEE Act to participate in the gambling industry of the Province; and increase ownership stakes/equity ownership of such people. The Transformation Fund will be used to assist in creating social equity and economic empowerment through providing access to persons otherwise previously excluded from the industry. Significant progress has been made in respect of Black shareholding within the Bookmaking industry.

Illegal gambling which includes traditional forms of illegal gambling, such as Fafi, dice, illegal limited payout machines (LPMs), animal betting, as well as online gambling continues to be a threat to licensed gambling operations in KZN. Illegal and online gambling have economic, social and socio-economic impacts on South Africa as a whole. The socio-economic impact study undertaken during 2017/18 is anticipated to be finalised by early 2018.

3.1 Performance Delivery Environment

The KZNGBB is governed through a robust legislative and regulatory framework. There are strategies, plans, policies, and frameworks in place and compliance therewith is audited and reported to the public through the KZNGBB's Annual Report. The KZNGBB continues to follow gambling policy objectives and supports the development of a gambling industry which promotes tourism, employment and economic and social development in the Province as it implements its strategic objectives. Following the amendments to the KZN Gaming and Betting Act, all gambling taxes payable to Provincial Government are now verified and collected by the KZNGBB for the Provincial

Government. Focus of the KZNGBB continues to be revenue collection for the Province, economic transformation and socio-economic development, industry regulation and protection of the public.

The entity ensures that its budgets and resourcing support continued service delivery and implementation of its strategic outcome oriented goals. The KZNGBB's budget planning is in accordance with the Medium Term Expenditure Framework (MTEF). The entity continues to experience spending pressures as the entity tries to align itself with combating wasteful and inefficient spending through adherence with Provincial Treasury Circular No PT10 of 2016-17. The entity, in line with Provincial Treasury, needs to in its objectives implement programmes while observing current economic environment and Cabinet's decision to implement austerity measures. Limited funds impact the entity's extent in which the industry is regulated i.e. reduction in number of site inspections and audits undertaken.

The entity continues to operate within these parameters and focus on fiscal discipline and sound financial management, eliminating fraud and corruption, as well as being committed to be a caring and competent entity by means of ensuring the following:

- That the entity is capacitated to ensure compliance, licensing and registration, and regulatory activities occur in line with gambling legislation thereby limiting potential negative impact on society and promoting the integrity of the gambling industry.
- Suitability of all new entrants and existing licensees/registrants in the industry.
- Access and participation by previously marginalised persons within the gambling industry.
- Public participation and consultation through conducting public hearings, disciplinary hearings and disputes.
- That Licensees make contributions to job creation; socio-economic development; Small, Medium and Micro Enterprises (SMME) development; and skills development through the implementation of licence conditions.
- That licensees' progress in respect of employment equity, skills development and broad-based black economic empowerment (B-BBEE) is closely monitored through regular audits and inspections.
- That activities to eradicate illegal gambling and to create awareness of illegal and responsible gambling are undertaken.

The KZNGBB's activities contribute to Government's objectives by means of the following:

- ♣ Programme 4 registers employees within the gambling industry which contributes to sustainable **job creation** within the gambling industry to **alleviate poverty and improve quality of life within the Province**, thereby stimulating **economic growth**. Gaming and betting licensees provide access to employment opportunities, thereby encouraging new entrants into the industry within the Provincial economy (as at 31 December 2017, a total of 5763 licensee employees are registered). Additional jobs continue to be created through the growth in existing licensed operations.
- ♣ Programme 1 implements the entity's transformation strategy to **promote economic opportunities** associated with gambling and to support the **radical socio-economic transformation** of the gambling industry. It aims not only to accelerate and provide empowerment opportunities for people from poor and marginalised backgrounds to participate in the gaming and betting industry, but to transform and make a positive difference in society through ensuring a diverse and inclusive gambling industry.
- ♣ The Board promotes access to gambling activities, tourism (including rural) and economic development initiatives in an effort to **reduce spatial inequalities through the rural and urban distribution of gaming and betting sites within KZN, within key areas of need and potential**, whilst monitoring levels of oversaturation of gambling in the areas. LPM sites are distributed in line with the spatial economic development plans, taking into consideration concerns around social impacts, especially in poor and low income areas. Gambling initiatives are rolled out with consideration being given to saturation of gambling activities within the Province and during the 2017/18 financial year, a social impact study was undertaken to determine saturation levels within the Province.
- ♣ Programmes 5 and 6 monitors the implementation of licensees' **transformation related commitments (including job creation)** and Programme 1 develops licence conditions for new licensees in respect of B-BBEE and transformation requirements. Licence conditions focus on elements of ownership, skills transfer and skills development which enhance participation and access by Black people.

- ♣ Programmes 5 and 6 **encourages growth in SMMEs** to support the smaller players within the gambling industry through monitoring licensees' spend on local economy, SMMEs and PDI businesses (enterprise development). The entity has partnered with the Poverty Eradication Operation Centre to co-ordinate interventions that will enable the industry to contribute to areas identified in the PEMP.
- ♣ Programme 4 promotes **citizen participation** in licensing processes through the facilitation of public hearings.
- ♣ Programme 1 aims to strengthen SED contributions made by the gambling industry through the imposition of licence conditions where contributions are to be made towards projects that are **adding value to the lives of the people of the KZN Province**.
- ♣ Programmes 5 and 6 monitor licensees' contributions to Corporate Social Investment (CSI) commitments to ensure **meaningful contributions** towards health and welfare, education, community upliftment, sports and recreation, arts and culture.
- ♣ Programmes 5 and 6 ensure accurate revenue collection for the Provincial Government through the collection and verification of fees and taxes payable under the KZN Gaming and Betting Tax Act by casino, LPM, Bingo and bookmakers and totalisator licensees, thereby **contributing to growth in the Provincial economy**.
- ♣ Programme 1 ensures that mechanisms are in place to support the development of the **entity's capacity and to improve performance**. Activities aimed at improving the **quality of service delivery and building an ethical and professional public service** include institutionalising long-term planning; forging a disciplined working environment through the existence of codes of conduct and discipline.
- ♣ Programme 2 implements supply chain management policies and practices to **ensure cost effectiveness and transparency, better value for money, and adherence to procedures and fairness**.
- ♣ To strengthen the **fight against corruption** and to build an ethical public service, the KZNGBB limits the scope for conflicts of interest by the prohibition of officials from doing business with the state. All employees of the KZNGBB are required to complete and submit a Financial Disclosure Form each year.
- ♣ As information technology is an important tool **for improving service delivery**, Programme 3 continues to ensure the successful implementation of the online application system that has been implemented to streamline administrative processes, improve turnaround times, thereby **strengthening accountability and responsiveness**.

The entity will continue to support a growing gambling industry and during 2018/19, operational support will be required to accommodate the increase in operational activities as a result of the following:

- The tender for the National Central Electronic Monitoring System (CEMS) was finalised in 2017/18 and a new service provider certifies LPM gaming equipment and software which may result in additional validations to ensure effective transition.
- A major increase in the re-certification of gaming equipment is anticipated.
- An increase in number of LPM applications due to settlement of Type B litigation which is imminent is anticipated. This will impact Licensing resources and an increase in demand for oversight, auditing and monitoring responsibilities to ensure strict enforcement by the KZNGBB.
- The licence conditions are being overhauled and enhanced to incorporate the KZNGBB's legal and transformation mandate which will be prepared by the Legal unit.
- Increased monitoring of transformation commitments from gaming and betting industry.
- The industry is highly litigious and continues to be exposed to various legal challenges.
- Phase 2 and 3 of the KZNGBB's Gambling Regulatory Online Portal (GROP) (automated system) is anticipated to be finalised during the 2018/19 financial year, including user acceptance testing.

The entity continues to meet the demands of increased service delivery and tax validation requirements. The Board's authorised delegations to the Office of the CEO, including procurement and financial delegations have assisted in improving service delivery through reduced turnaround times for applications and various operational approvals. The tables below reflect

the industry statistics as at 31 December 2017 which directly impact on the service delivery functions carried out by the operations units of the entity.

Table 1: Industry Statistics: Licensees – as at 31st December 2017

Sector		Sector	
Casinos	5	Totalisators	2
Bingo Operators	22	Racecourse Operators	2
Independent Site Operator	0	Holders of Certificate of Suitability	8
Route Operators	4	National Manufacturer Licence	1
Site Operators (3 x Type B and 525 Type A)	528	Provincial Certificate of Registration as Manufacturer	1
Bookmakers (holding 109 rights)	52		

Table 2: Gaming Machines and Table Statistics – as at 31st December 2017

Casino Name	No. of Licensed Gaming Machines	No. of Operational Machines	No. of Licensed Gaming Tables	No. of Operational Tables	No. of Table Games
Sibaya	1200	1200	49	49	49
Suncoast	2350	1600	80	67	67
Umfoloji	300	288	14	14	14
Blackrock	300	300	10	10	10
Golden Horse	450	450	23	22	22
TOTAL	4600	3838	176	162	162

The continued monitoring, evaluation and reporting of the entity's performance information is essential to focus the attention of the public and oversight bodies on whether the KZNGBB is delivering on its objectives, by comparing its performance against its budget and service delivery plans.

3.2 Organisational Environment

The entity's operations are very labour intensive and from an operational point of view, increased licensees means additional audits and monitoring, resulting in increased operational costs over the MTEF. Currently the entity is in the process of automating its processing of applications (through GROP) to release capacity within the entity to focus on other operational needs.

The percentage of expenditure spent on compensating employees has grown steadily each year, with 78% budgeted in 2017/18 and growing over the MTEF. The current organisational structure has vacant posts, however in keeping in line with the austerity measures implemented by Provincial Treasury, (Circular No PT10 of 2016-17) these positions are only be filled upon obtaining the necessary approvals and funding. The vacant posts and the lengthy approval process for the filling of critical vacant posts, however, result in additional workloads for the existing employees of the Board.

The KZNGBB has maintained the National Government's focus in respect of austerity measures and in accordance with Treasury Circular No PT (10) of 2016/17, will continue to implement such measures in its planning and daily operations through the following:

- Vacant posts frozen and critical posts that become vacant through natural attrition are motivated in line with Treasury's directive.
- Skills gaps incorporated into the WSP to ensure that adequate skills are in place to delivery on the entity's operational requirements.
- Travel related costs and subsistence and travel (S&T) claims are in line with Treasury circular No PT (10).
- All advertising costs for notices are recoverable from applicants and no marketing adverts are placed by the entity.

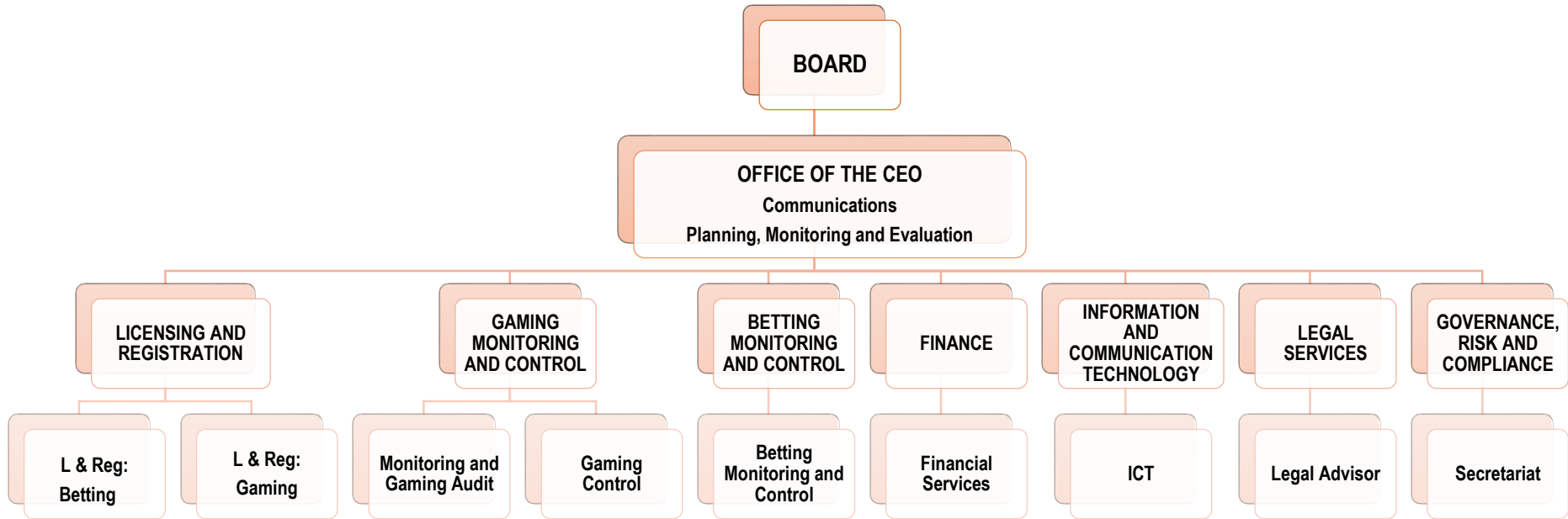
- Utilisation of the National transversal contract for copiers contributing to cost reductions.
- Implementation of an on-line travel system which reduces travel and accommodation costs resulting in savings on S&T claims, as well as the rationalisation of travel.
- External legal opinions sought only when necessary, reducing the costs for outsourced legal services.

There have been key developments that have a major impact on the budget of the entity, namely:

- Approval to fill critical vacant posts of the organisational structure and requirements (unbudgeted vacant posts still require funding in order for the entity to effectively service and regulate the industry).
- Pietermaritzburg office accommodation to be finalised during 2018/19 financial year.
- The entity reprioritised its spending taking into consideration the increase in operations and requirement to balance the budget. The following pressures had to be accounted for: Office accommodation costs (as detailed above); legal fees; GROF system; IT related costs; internal and external audit fees; and training and development.

The future impact of GROF on operational efficiencies will be closely monitored and assessed to ensure our human resources are appropriately allocated within the organisational structure.

3.3 Organisational Structure



Note: The Organisational Structure above depicts the Senior Management and Management Levels of the KZNGBB
 The structure (87 positions) was approved by the MEC responsible on 20 January 2016 in terms of Regulation 4 of the KZN Gaming and Betting Regulations, 2012

4. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

The legislative amendments that impact on the entity's operations include:

- KwaZulu-Natal Gaming and Betting Amendment Act, 2017 (Act No. 04 of 2017) – governs the operations of the KZNGBB.
- Draft National Gambling Amendment Bill – regulates provincial gambling through co-operative governance.
- KZN Gaming and Betting Rules – regulates the operation of the gambling industry.

The policy and court rulings that impact on the entity's operations include:

- National Gambling Policy, 2017 – sets out National policy for gambling.
- Akani Egoli (Pty) Ltd & Others vs Chair: Gauteng Gambling Board & Others – sets out legal argument for electronic bingo terminals which are being rolled out in the Province.
- Maxime Hotels & Another vs Chair: National Gambling Board & Others – sets out legal position regarding the interpretation of regulation 3(2) of the LPM Regulations, 2000.
- Poppy Ice Trading 18 (Pty) Ltd vs KZN Gaming and Betting Board and MEC for Finance – judgment informed Board's position on EBT litigation.
- Northern Cape free play litigation – sets out legal argument regarding the potential tax implications for "free credits" and "extra play".
- North West Tribunal (free play) – judgment found in favour of North West Gambling Board around exclusion of free play for the purposes of calculating gross gaming revenues.
- Western Cape judgment on Route Operators – judgment challenged the Board's powers to determine licence conditions.

5. OVERVIEW OF THE 2018/19 BUDGET AND MEDIUM TERM EXPENDITURE FRAMEWORK ESTIMATES

The Budget for the period 2018/19 was prepared taking into consideration the planned strategic objectives of the entity and in line with the Treasury guideline document. The budget was reprioritised over the 2018/19 MTEF period taking into account the grant allocation, the own revenue-generation of the entity and growing operational expenditures.

5.1 Revenue

Revenue R Thousand	Audited		Estimated		Medium Term Estimates	
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Fees from licensing & registration	23 718	22 252	20 394	27 060	28 413	30 058
Interest received	2 831	3 618	3 198	4 776	4 689	4 545
Transfers received	32 532	42 940	53 129	42 104	44 771	47 233
Reserves			3 079	10 823	9 019	8 069
Other income	8	133	23	22	23	25
Total	59 089	68 943	79 823	84 785	86 915	89 930

5.2 Expenditure by Programme

Expenditure by Programme R Thousand	Audited		Estimated	Medium Term Estimates		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1. Administration	15 534	15 664	21 038	22 083	23 024	23 752
2. Finance	10 012	11 187	19 402	20 310	18 747	19 720
3. Information, Communication & Technology	6 561	8 187	6 670	6 643	7 224	6 063
4. Licensing, Registration	7 679	7 278	9 890	10 847	11 280	11 853
5. Gaming Monitoring & Control	11 241	12 164	14 267	15 318	16 382	17 633
6. Betting Monitoring & Control	6 993	7 544	8 556	9 584	10 258	10 909
Total	58 020	62 024	79 823	84 785	86 915	89 930

5.3 Expenditure by Economic Classification

Expenditure by Economic Classification R Thousand	Audited		Estimated	Medium Term Estimates		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Current payments	54 630	57 201	78 619	81 585	85 390	89 230
Compensation of employees	38 619	41 197	47 789	56 535	61 086	66 008
Goods and services	16 011	16 004	30 830	25 050	24 304	23 222
Payment for capital assets	3 390	4 823	1 204	3 200	1 525	700
Machinery and equipment	3 390	4 823	1 204	3 200	1 525	700
Total	58 020	62 024	79 823	84 785	86 915	89 930

5.4 Analysis of Goods and Services

Analysis of Goods and Services R Thousand	Audited		Estimated	Medium Term Estimates		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Administrative fees	1 153	1 446	2 191	1 176	1 181	1 190
Advertising	321	155	735	815	703	645
Audit cost: Committee fees	61	76	105	100	100	100
Audit cost: External	879	693	1 040	750	850	850
Audit cost: Internal	8	-	875	1 000	1 080	1 139
Board remuneration	3 661	3 403	3 471	3 148	3 148	3 148
Communication	-	521	579	594	645	645
Computer services	1 365	1 617	3 006	3 088	2 710	2 136
Cons and prof service: Business and advisory service	268	522	2 157	75	80	80
Cons and prof service: Legal cost	506	555	850	1 000	850	650
Depreciation	1 611	1 645	2 150	2 100	2 100	2 100
Electricity and water	568	599	511	691	707	707
Fleet services	-	105	173	120	123	123
Food and food supplies	-	-	130	162	158	158
Investigation costs	706	602	1 369	1 506	1 285	1 100
Operating leases	1 674	1 637	1 160	4 913	5 251	5 597
Printing and stationery	289	200	234	279	259	259
Repairs and Maintenance	668	345	6 124	180	-	-
Training and development	595	411	1 595	868	743	693
Travel and subsistence	1 675	1 472	2 360	2 455	2 301	1 872
Venues and facilities	3		15	30	30	30
Total	16 011	16 004	30 830	25 050	24 304	23 222

5.5 Relating Expenditure Trends To Strategic Outcome Oriented Goals

The above budget and MTEF allocations contribute to the realisation of the institution's strategic outcome oriented goals as follows:

- The expenditure of the entity was reprioritised taking into account the changing environment in which the entity operates. Growing regulatory requirements, expansion of the industry, implementation of the GROF system and the administration of the entity have required adjustments to the expenditure of the entity.
- The expenditure of the entity is growing faster than the growth in income and as a result, the budgeted expenditure in the outer year was reduced to remain within the budget allocation.
- A significant proportion of the expenditure of the entity comprises of compensation of employees. The entity is a labour intensive entity and therefore compensation of employees' ranges from 69% to 73% of the total expenditure over the MTEF period.
- The anticipated growth in operations for the 2018/19 year may require additional resources however the entity does not intend to fill non-critical posts. The increase is attributable to roll out of gambling initiatives and the increase in number of licences, employees, and operational change requests processed by the entity.
- Additional capital expenditure has been budgeted for to improve IT infrastructure and systems, and to implement a document management system, security measures and improvements to back-up facilities.
- It is anticipated that continued implementation of cost saving strategies will curb the level of expenditure.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

6. PROGRAMME 1: ADMINISTRATION

The purpose of this programme is to provide strategic and administrative management and support to the entity.

The Administration Programme is comprised of the following five sub-programmes:

Sub-Programme 1.1 Office of the CEO – The purpose of the sub-programme is to provide leadership, oversight of operations, strategic and administrative support to Board and management and to ensure management of programme performance information.

Sub-Programme 1.2 Governance, Risk and Compliance – The purpose of the sub-programme is to implement governance, risk and compliance programmes to ensure that the entity continues to operate within the boundaries of relevant legislation and regulation and governance best practice for public entities.

Sub-Programme 1.3 Legal Services - The purpose of the sub-programme is to provide in-house legal resources for the Board and management and to ensure that the Board's regulation of the gambling industry in the Province complies with and conforms to legislation and regulatory requirements.

Sub-Programme 1.4 Human Resources - The purpose of the sub-programme is to ensure implementation of the human resources strategy by attracting, developing and retaining suitably qualified and competent human resources for the Board.

Sub-Programme 1.5 Communications – The purpose of the sub-programme is to address the communication requirements of all stakeholders, both internally and externally, through stakeholder engagement using different communication mechanisms.

6.1 Sub-Programme 1.1: Office of the CEO

The Office of the CEO includes the strategic and operational planning, performance monitoring and evaluation, communications and executive support functions. There are no planned increases in staff within the Office of the CEO in the short to medium term. At this time, one position remains vacant within this unit, namely the position of PA to the CEO. The area of performance monitoring, evaluation and reporting remains a key focus area. In order to improve monitoring and performance assessment of public entities, National Treasury has introduced a quarterly financial reporting tool on service delivery information effective from the 2016/17 financial year, however has not yet been rolled out to public entities.

The KZN Gaming and Betting Act No 4 of 2017 was promulgated in October 2017 and affects gambling operations. During the 2018/19 period, there will be continued focus on the entity's contribution to the 2035 Provincial Growth and Development Plan (PGDP) and the Poverty Eradication Master Plan (PEMP), as well as ensuring transformation of the gaming and betting industries as intended in terms of Section 6 of the KZN Gaming Act, Section 53 of the National Gambling Act and the B-BBEE Codes of Good Practice.

6.1.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Sub-Programme 1.1 Office of the CEO

Strategic Objective		Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/2021
SO1.1	Provide strategic leadership and management to ensure responsive, accountable, and efficient administration and operations	1.1.1 Unqualified Audit findings in respect of performance information	Unqualified audit opinion in respect of performance information each year	-	-	-	-	Unqualified audit opinion in respect of performance information	Unqualified audit opinion in respect of performance information	Unqualified audit opinion in respect of performance information
SO 1.2	Promote economic value, social development and	1.2.1 Number of revised Transformation Strategy Implementation Plans by due dates	2 Revised Transformation Strategy Implementation Plans by due date	-	-	-		1 revised Transformation Implementation	1 revised Transformation Implementation	1 revised Transformation Implementation

Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/2021
transformation within the gambling industry							Plan by 30 September 2018	Plan by 30 September 2019	Plan by 30 September 2020

6.1.2 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 1.1 Office of the CEO

	Key Outputs	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 1.1 Provide strategic leadership and management to ensure responsive, accountable, and efficient administration and operations									
1.1.1.1	Annual Performance Plan	Approved 2019/20 Annual Performance Plan by 1 April	Annual Performance Plans submitted to Executive Authority within prescribed timeframes	Annual Performance Plan produced within prescribed timeframe	Strategy aligned Annual Performance Plan submitted to Executive Authority within prescribed timeframe	Annual Performance Plans submitted to Executive Authority within prescribed timeframes	Approved 2019/20 Annual Performance Plan by 1 April	Approved 2020/21 Annual Performance Plan by 1 April	Approved 2021/22 Annual Performance Plan by 1 April
1.1.1.2	Quarterly Performance Reports	Number of Quarterly Performance Reports against APP targets	4 Quarterly performance reports prepared and submitted to Executive Authority and KZN Treasury, Board and Audit Committee within prescribed timeframes	4 Quarterly performance reports prepared and submitted in compliance with Treasury Regulation 30.2.1	4 Quarterly performance reports submitted to the Executive Authority and Finance Portfolio Committee	Quarterly performance reports submitted to the Executive Authority within 30 days from the end of the quarter	4	4	4
1.1.1.3	Annual Performance Report	Annual Performance Report submitted to Auditor-General by due date	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	Annual Performance Report submitted to AGSA for audit by due date	Annual Performance Report submitted to AGSA for audit by due date	Annual Performance Report submitted to AGSA for audit by due date
Strategic Objective 1.2: Promote economic value, social development and transformation within the gambling industry									
1.2.1.1	Quarterly Transformation Strategy Implementation Reports	Number of quarterly Transformation Strategy Implementation Reports	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Transformation / B-BBEE Strategy and implementation plan produced for approval by 30 September 2017 with quarterly reporting on progress	4	4	4

6.1.3 Performance Indicator Quarterly Targets for 2018/19: Sub-Programme Office of the CEO

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 1.1 Provide strategic leadership and management to ensure responsive, accountable, and efficient operations						
1.1.1.1	Approved 2019/20 Annual Performance Plan by 1 April	Annually	Approved 2019/20 Annual Performance Plan by 1 April	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3
1.1.1.2	Number of quarterly performance reports against APP targets	Quarterly	4	4 th Quarter 2017/18 Performance Report	1 st Quarter 2018/19 Performance Report	2 nd Quarter 2018/19 Performance Report
1.1.1.3	Annual Performance Report submitted to Auditor-General by due date	Annually	Annual Performance Report submitted to AGSA for audit by due date	Annual Performance Report submitted to AG by due date	Not applicable - no target Q3	Not applicable - no target Q3
Strategic Objective 1.2: Promote economic value, social development and transformation within the gambling industry						
1.2.1.1	Number of quarterly Transformation Strategy Implementation Reports	Quarterly	4	1	1	1

6.2 Sub-Programme 1.2: Governance, Risk and Compliance

Situational Analysis - Amendments in the Public Finance Management Act (PFMA) in respect of compliance requirements for public entities influence compliance obligations within this sub-programme. The Secretariat continues to monitor Board and Committee meetings convened in line with the directive made by the responsible MEC. The top risks of the entity continue to be assessed and managed.

6.2.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Sub-Programme 1.2 Governance, Risk & Compliance

Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets			
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21	
SO1.3	Provide governance, risk and compliance management service to ensure a sound internal control environment	1.3.1 Number of Board and Board Committee meetings supported	60 Board and Board Committee meetings supported for 2018/19 and 2019/20	-	-	-	-	30	30	30
		1.3.2 Number of Strategic Risk Management Plans produced within timeframe	2 Strategic Risk Management Plans produced within timeframe	-	-	-	-	1 Strategic Risk Management Plan	1 Strategic Risk Management Plan	1 Strategic Risk Management Plan

Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
							produced by XXXXX	produced by XXXXX	produced by XXXXX
	1.3.3 Number of Fraud Susceptibility Assessment Reports produced within timeframe	2 Fraud Susceptibility Assessment Reports produced by 31 March each year	-	-	-	-	Fraud Susceptibility Assessment Report produced by 31 March 2019	Fraud Susceptibility Assessment Report produced by 31 March 2020	Fraud Susceptibility Assessment Report produced by 31 March 2020
	1.3.4 Compliance Awareness Training Programme developed by XXX	Compliance Awareness Training Programme developed by XXX	-	-	-	-	Compliance Awareness Training Programme developed by XXX	Not applicable – target set 2018/19	Not applicable – target set 2018/19

6.2.2 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 1.2 Governance, Risk and Compliance

Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets			
		2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21	
Strategic Objective 1.3: Provide governance, risk and compliance management services to ensure a sound internal control environment									
1.3.1.1	Effective and efficient secretariat support services	Number of Resolutions Registers updated within 10 working days of Board/Board Committee meetings	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2015/16 APP	30	30	30
1.3.1.2	Quarterly Board Resolutions Status Reports	Number of quarterly Board Resolutions Status Reports	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	4	4	4
1.3.2.1	Annual Strategic Risk Register	Annual Strategic Risk Register produced by 30 September 2018	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	Annual Strategic Risk Register produced by 30 September 2018	Annual Strategic Risk Register produced by 30 September 2019	Annual Strategic Risk Register produced by 30 September 2020
1.3.3.1	Fraud and Corruption Prevention	Number of Prevention of Fraud and Corruption training sessions	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Fraud Prevention Plan reviewed by 31 March 2017	Fraud Prevention Plan reviewed by 31 March 2018	2	2	2
1.3.4.1	Compliance Awareness	Number of Compliance Awareness training sessions	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	2	2	2

6.2.3 Performance Indicators Quarterly Targets for 2018/19: Sub-Programme 1.2 Governance, Risk and Compliance

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	
Strategic Objective 1.3: Provide governance, risk and compliance management services to ensure a sound internal control environment							
1.3.1.1	Number of Resolutions Registers updated within 10 working days of Board/Board Committee meetings	Quarterly	30	7	8	7	8
1.3.1.2	Number of quarterly Board Resolutions Status Reports	Quarterly	4	1	1	1	1
1.3.2.1	Annual Strategic Risk Register produced by 30 September 2018	Annually	Annual Strategic Risk Register produced by 30 September 2018	Not applicable – no target Q1	Annual Strategic Risk Register produced by 30 September 2018	Not applicable – no target Q3	Not applicable – no target Q4
1.3.3.1	Number of Prevention of Fraud and Corruption training sessions	Bi-annually	2	Not applicable – no target Q1	1	1	Not applicable – no target Q4
1.3.4.1	Number of Compliance Awareness training sessions	Bi-annually	2	Not applicable – no target Q1	1	1	Not applicable – no target Q4

6.3 Sub-Programme 1.3 – Legal Services

Situational Analysis - There are no planned increases in staff within Legal Services in the short to medium term. The services rendered and functions performed include oral and written legal advice, research, drafting submissions, management of all litigation instituted by or against the Board, attending to all non-litigious legal matters, drafting proposed amendments to the Act, Regulations and Rules, and keeping abreast of advancements through membership and attendance of relevant national and international fora.

The industry remains highly litigious and there has been an increase in litigation in respect of Electronic Bingo Terminals, Route Operator applications (resulting from decline in LPMs for Route Operators) and Independent Site Operator (challenge in respect of the RFA issued in June 2014 in terms of Regulation 13 of the KZN Gaming and Betting Regulations) applications. The Board faces litigation challenges.

Betting disputes (Regulation 166 of the Gaming and Betting Regulations), Section 87 hearings and public hearings are being held in terms of the Act. The unit continues to develop licence conditions, as well as setting out conditions for transformation/B-BBEE commitments. The unit contributes to legislative amendments (currently the National Gambling Amendments Bill 2016; and the KZN Gaming and Betting Tax Act). In order to ensure accurate and consistent interpretation of legislation in respect of compliance methodologies, regular meetings between Legal Services and operational units are required.

6.3.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Sub-Programme 1.3 Legal Services

	Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
SO 1.4	Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant discipline within the gambling industry	1.4.1 Number of Legal Reports appraising Board of Legal matters managed	16	-	-	-	-	8	8	8
		1.4.2 Percentage of identified licensee/registrant contraventions processed	100%	-	-	-	-	100%	100%	100%

6.3.2 Performance Indicators and Annual Targets for 2018/19: Programme 1.3 Legal Services

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 1.4: Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the gambling industry									
1.4.1.1	Legal opinions	Percentage of legal opinions/advice furnished to Board and management within 21 days of request	100% of 34 internal memoranda of advice were furnished to Divisions within prescribed timeframe	100% Achieved 38 requests for internal opinions and 38 legal opinions (internal memoranda of advice) furnished within prescribed timeframe	100% of internal memoranda of advice were furnished within prescribed timeframes - 30 requests received and 30 memorandum of advice furnished to Divisions	100% of legal opinions/advice furnished to Board and management within prescribed timeframes	100%	100%	100%
1.4.1.2	Submissions for amendments to Provincial and National legislation	Percentage of proposals for amendments to National and Provincial legislation submitted within prescribed timeframe	100% of submissions were prepared within timeframes in respect of the following: Comments on the Remote Gambling Bill 2014 and Amendments to the KZN Gaming and Betting Bill	100% Achieved 1 submission on KZN Amendment Bill was drafted and submitted within timeframe	100% of submissions forwarded to responsible MEC / Treasury within prescribed timeframe – 5 submissions	Timely submission of 100% of amendments to applicable Provincial and National legislation	100%	100%	100%
1.4.1.3	Annual review in compliance with National Gambling Act	Percentage of existing licence conditions reviewed annually	Not applicable - included in 2013/14 APP	Not applicable – not included in 2014/15 APP	Not applicable - not included in 2015/16 APP	Not applicable - not included in 2016/17 APP	100%	100%	100%

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
1.4.2.1	Charge sheets and warning letters to licensees	Percentage of charge sheets/warning letters issued to licensees/registrants within 1 month of initiation by units	79% of charge sheets were issued within the prescribed timeframe. 19 charge sheets were prepared	100% Achieved 13 charge sheets prepared and issued within prescribed timeframe	100% of charge sheets/warning letters issued within prescribed timeframe - 6 charge sheets and 4 warning letters issued	100% of charge sheets /warning letters issued to licensees within prescribed timeframes	100%	100%	100%
1.4.2.2	Disciplined licensees / registrants	Percentage of non-compliance Section 87 Enquiries findings communicated to licensees/registrants within 10 working days of Board decision	Not applicable – not included in 2014/15 APP	Not applicable - not included in 2015/16 APP	Not applicable - not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	100%	100%	100%

6.3.3 Performance Indicators Quarterly Targets for 2018/19: Legal Services

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 1.4: Provide legal advisory services to manage entity's legal risks, exposure and licensees/registrant's discipline within the gambling industry						
1.4.1.1	Percentage of legal opinions/advice furnished to Board and management within 21 days of request	Quarterly	100%	100%	100%	100%
1.4.1.2	Percentage of proposals for amendments to National and Provincial legislation submitted within prescribed timeframe	Quarterly	100%	100%	100%	100%
1.4.1.3	Percentage of existing licence conditions reviewed annually	Annually	100%	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3
1.4.2.1	Percentage of charge sheets/warning letters issued to licensees/registrants within 1 month of initiation by units	Quarterly	100%	100%	100%	100%
1.4.2.2	Percentage of non-compliance Section 87 Enquiries findings communicated to licensees/registrants within 10 working days of Board decision	Quarterly	100%	100%	100%	100%

6.4 Sub-Programme 1.4 – Human Resources

The Board has focused its effort on the improvement of the Human Resources within the entity. The skills gaps identified in the skills audit assessment were incorporated in the Workplace Skills Plan for 2017/18 and carried over into the WSP for 2018/19. Monitoring of implementation and compliance with HR policies is ongoing.

6.4.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Sub-Programme 1.4 Human Resources

	Strategic Objective	Strategic Indicator	Objective	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
					2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/2021
SO 1.5	Provide human resource management services to ensure that appropriately skilled human resources are in place	1.5.1 Number of revised HR Implementation Plans by due dates	Number of revised HR Strategy Implementation Plans by due dates	2 Revised HR Strategy Implementation Plans by due date	-	-	-	-	1 revised HR Strategy Implementation Plan by 31 March 2019	1 revised HR Strategy Implementation Plan by 31 March 2020	1 revised HR Strategy Implementation Plan by 31 March 2021

6.4.2 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 1.4 Human Resources

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 1.5: Provide human resource management services to ensure that appropriately skilled human resources are in place									
1.5.1.1	Quarterly HR Strategy Implementation Reports	Number of quarterly HR Strategy Implementation Reports submitted to HRR Committee	Not applicable – Not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – Not included in 2016/17 APP	Not applicable – Not included in 2017/18 APP	4	4	4
1.5.1.2	Adequately capacitated organisational structure	Average percentage of vacant funded posts	Not applicable – Not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – Not included in 2016/17 APP	Maintain a vacancy rate of 15% or less annually	10% or less	10% or less	10% or less
1.5.1.3	Annual Declarations of Financial or Other Interests	Percentage of annual declarations of financial or other interests by staff of the Board	Not applicable – Not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – Not included in 2016/17 APP	Not applicable – Not included in 2017/18 APP	95%	95%	95%
1.5.1.4	Skilled workforce	Percentage targets of Workplace Skills Plan achieved	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	70% of Workplace Skills Plan targets achieved	60%	70%	70%

6.4.3 Performance Indicators Quarterly Targets for 2018/19: Sub-Programme 1.4 Human Resources

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 1.5: Provide human resource management services to ensure that appropriately skilled human resources are in place							
1.5.1.1	Number of quarterly HR Strategy Implementation Reports submitted to HRR Committee	Quarterly	4	1	1	1	1
1.5.1.2	Average percentage of vacant funded posts	Quarterly	10% or less	10% or less	10% or less	10% or less	10% or less
1.5.1.3	Percentage of annual declarations of financial or other interests by staff of the Board	Annually	95%	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3	95%
1.5.1.4	Percentage targets of Workplace Skills Plan achieved	Quarterly	60%	10%	20% (accumulative)	40% (accumulative)	60% by end of period

6.5 Sub-Programme 1.5 – Communications

Situational Analysis - A stakeholder engagement strategy and a Communications Plan has been implemented to assist the entity in creating public awareness of the entity, its roles and responsibilities. The plan also assists in creating education and awareness around illegal and responsible gambling, promoting knowledge and understanding of the horseracing and betting industry, as well as the entity's transformation strategy and transformation fund. There are no planned increases in staff within Communication in the short to medium term.

6.5.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Sub-Programme 1.5 Communications

	Strategic Objective	Strategic Indicator	Objective	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
					2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
SO 1.6	Provide communication and stakeholder engagement services to promote internal and external communications	1.6.1 Number of revised Communication Strategy Implementation Plans by due dates		2 Revised Communications Strategy Implementation Plans by due dates	-	-	-	-	1 revised Communications Strategy Implementation Plan by 31 March 2019	1 revised Communications Strategy Implementation Plan by 31 March 2020	1 revised Communications Strategy Implementation Plan by 31 March 2021

6.5.2 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 1.5 Communications

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 1.6: Provide communication and stakeholder engagement services to promote internal and external communications									
1.6.1.1	Quarterly Communications Strategy Implementation Reports	Number of quarterly Communications Strategy Implementation Reports submitted to CEO	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/8 APP	4	4	4
1.6.1.2	Public awareness campaigns	Number of public awareness campaigns facilitated	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	2 public awareness campaigns or related initiatives	3	3	3
1.6.1.3	Stakeholder Engagement Plan implemented	Number of KZNGBB stakeholder engagements facilitated/undertaken	Stakeholders' Engagement Plan developed and approved by 30 September 2014	100% of stakeholder engagements attended as per Board approved Stakeholders' Engagement Plan	40 Stakeholder engagements undertaken	8 stakeholder engagements	20	20	20

6.5.3 Performance Indicators Quarterly Targets for 2018/19: Sub-Programme 1.5 Communications

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 1.6: Provide communication and stakeholder engagement services to promote internal and external communications						
1.6.1.1	Number of quarterly Communications Strategy Implementation Reports submitted to CEO	4	1	1	1	1
1.6.1.2	Number of public awareness campaigns facilitated	3	1	1	1	Not applicable – no target Q4
1.6.1.3	Number of KZNGBB stakeholder engagements facilitated/undertaken	20	5	5	5	5

6.6 Reconciling Performance Targets with the Budget and MTEF: Programme 1: Administration

Programme 1				
Expenditure by Sub-Programme	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
1.1 Office of the CEO	3 224	4 132	4 402	4 503
1.2 Governance, Risk & Compliance	7 192	7 184	7 472	7 773
1.3 Legal services	3 293	3 895	3 964	3 987
1.4 Human resources	6 105	5 334	5 591	5 883
1.5 Communications	1 224	1 538	1 595	1 606
Total	21 038	22 083	23 024	23 752

Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	21 038	22 083	23 024	23 752
Compensation of employees	10 792	15 060	16 270	17 580
Goods and services	10 246	7 023	6 754	6 172
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	21 038	22 083	23 024	23 752

Office of the CEO				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	3 224	4 132	4 402	4 503
Compensation of employees	3 000	3 680	3 975	4 295
Goods and services	224	452	427	208
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	3 224	4 132	4 402	4 503

Governance, Risk & Compliance				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	7 192	7 184	7 472	7 773
Compensation of employees	3 042	3 637	3 929	4 245
Goods and services	4 150	3 547	3 543	3 528
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	7 192	7 184	7 472	7 773

Legal Services				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	3 293	3 895	3 964	3 987
Compensation of employees	2 344	2 806	3 031	3 274
Goods and services	949	1 089	933	713
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	3 293	3 895	3 964	3 987

Human Resources				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	6 105	5 334	5 591	5 883
Compensation of employees	1 761	4 136	4 471	4 833
Goods and services	4 344	1 198	1 120	1 050
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	6 105	5 334	5 591	5 883

Communications				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	1 224	1 538	1 595	1 606
Compensation of employees	645	801	864	933
Goods and services	579	737	731	673
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	1 224	1 538	1 595	1 606

6.7 Performance and Expenditure Trends: Programme 1: Administration

- The bulk of the programme's expenditure over the 2018/19 MTEF is on compensation of employees within the sub-programmes and subsistence and travel due to co-operative governance and industry engagements requirements. (National Policy Council, National Gambling Regulators Forum, CEO Forum, CEMS Technical Compliance Forum etc.)
- The expenditure trends in the budgeted programme are not expected to grow over 2018/19 MTEF despite the regulatory developments as well as strategic projects that have been identified, changing economic conditions, and changes in the external and regulatory environment.
- The impact of the increased financial and non-financial reporting requirements have not been accommodated in the 2018/19 MTEF as they are currently unknown.
- Risk management and the enterprise wide risk management practices and processes for Government as recommended by the PFMA and Treasury Guidelines continues to be entrenched into the organisation and currently the effects on this is unknown and as such, has not been factored into the 2018/19 MTEF.
- The litigation costs over the 2017/18 MTEF were managed despite the high number of current and pending litigation. Additional funds were allocated for legal fees.
- The industry remains highly litigious with pending litigation in respect of the roll out of EBTs, licensing of Independent Site Operators and Type "B" Route Operator related matters.
- Currently the entity utilises the legal expertise within the Board to reduce litigation costs.
- Betting disputes and Section 87 hearings have been streamlined in line with austerity measures.
- Additional funding has been allocated to HR for training and development.
- HR positioning and strategy requires continued focus and additional capacitation to deliver on the Human Resources functions of the organisation and to move from being an administrative unit to playing a strategic role. The following areas of implementation and administration have been identified as core areas within HR:
 - Skills Audit outcomes – Continued focus will be given to addressing the outcomes of the skills audit undertaken during 2016/17 and ensure that the necessary training and development needs are included in the Workplace Skills Plan.
 - Job descriptions and grading review outcomes – ensure that additional expenditure requirements are factored into the budget.
 - Efficient recruitment process to reduce delays in filling vacant posts (once requisite approvals are obtained).
 - Implementation of Performance Management and Development System / Performance rewards system.
- Once the Transformation Fund has been established, the Communications Plan will be enhanced to support its roll out.

- Continued focus on creating awareness around the existence of the Board, its role and responsibilities to communities and key stakeholders; the automation of online application processes; and participation at rural horseracing events.
- Continued focus on gambling consumer protection through joint education (schools programmes) and awareness initiatives pertaining to illegal and responsible gambling. This is budgeted for under the marketing and communications spend.

7. PROGRAMME 2: FINANCE

The purpose of this programme is to support the entity by the provision of financial administration, asset management and procurement services. This programme is also responsible for managing the relationship of the internal auditing services of the KZNGBB. The functions within this programme include the following: Supply Chain Management, Cost and Management Accounting and Financial Accounting.

Situational Analysis - The programme is responsible for budgeting, expenditure management and financial reporting (receipts and expenditure by Programme and economic classification) of the entity. Due to the growing service delivery demands on the entity, the programme motivates for the necessary resources to fund operations. Financial systems have been upgraded to enhance statutory reporting.

7.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Programme 2 Finance

	Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/2021
SO 2.1	Provide effective, efficient and transparent financial management services to the entity	2.1.1 Unqualified audit finding in respect of financial information each year	Unqualified audit opinion from the Auditor-General in respect of financial information	-	-	-	-	Achieve unqualified audit in respect of financial information	Achieve unqualified audit opinion in respect of financial information	Achieve unqualified audit opinion in respect of financial information

7.2 Performance Indicators and Annual Targets for 2018/19 and Medium-Term Targets: Programme 2 Finance

	Key Outputs	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 2.1: Provide effective, efficient and transparent financial resource management services to the entity									

	Key Outputs	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
2.1.1.1	Quarterly Financial Reports	Number of quarterly financial reports submitted within 1 month of the reporting period	Quarterly reports submitted within 1 month of reporting period	4 Quarterly reports submitted to Provincial Treasury and Provincial Legislature within prescribed timeframe	4 Quarterly reports submitted to the responsible MEC in compliance with the PFMA and Service Level Agreement	4 Quarterly reports submitted within 1 month of the reporting period	4	4	4
2.1.1.2	Compliance with regulatory prescripts	Percentage of compliant invoices settled within 30 days	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	95%	95%	95%
2.1.1.3	Approved Budget	Approved budget submitted to KZN Treasury by 31 March 2019	Budgets were submitted to Provincial Treasury within prescribed timeframe of 31 July 2014	Budget submitted to KZN Treasury on 31 July 2015	Draft budget submitted to the KZN Treasury by 31 August 2016	Draft budget submitted to the KZN Treasury by 31 August 2017	Approved budget submitted to the KZN Treasury by 31 March 2019	Approved budget submitted to the KZN Treasury by 31 March 2020	Approved budget submitted to the KZN Treasury by 31 March 2021
2.1.1.4	Annual Report	Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General by end August	Annual Report submitted to MEC, Provincial Treasury and Auditor-General within prescribed timeframe	Annual Report submitted to MEC, KZN Treasury and Auditor General on 31 August 2015	Annual Report prepared and submitted to MEC, Provincial Treasury and Auditor-General within prescribed timeframe	Annual Report submitted to MEC, KZN Treasury and the Auditor-General by 31 August 2017	Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General by 31 August 2018	Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General by 31 August 2019	Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General by 31 August 2020

7.3 Performance Indicators Quarterly Targets for 2018/18 and Medium-Term Targets: Programme 2 Finance

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 2.1: Provide effective, efficient and transparent financial management services to the entity						
2.1.1.1	Number of quarterly financial reports submitted within 1 month of the reporting period	Quarterly	4	1	1	1
2.1.1.2	Percentage of compliant invoices settled within 30 days	Quarterly	95%	95%	95%	95%
2.1.1.3	Approved budget submitted to KZN Treasury by 31 March 2019	Annually	Approved budget submitted to the KZN Treasury by 31 March 2019	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3
						Approved budget submitted to KZN Treasury by 31 March 2019

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
2.1.1.4	Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General by end August	Annually	Annual Report for preceding year submitted to MEC, KZN Treasury and the Auditor-General by 31 August 2018	Not applicable – no target Q1	Annual Report for preceding year submitted to MEC, KZN Treasury and the Auditor-General by 31 August 2018	Not applicable – no target Q3	Not applicable – no target Q4

7.4 Reconciling Performance Targets with the Budget and MTEF: Programme 2 Finance

Programme 2				
Expenditure by Programme	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Finance	19 402	20 310	18 747	19 720
Total	19 402	20 310	18 747	19 720

Programme 2				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	19 351	17 810	18 747	19 720
Compensation of employees	5 338	6 458	6 978	7 540
Goods and services	14 013	11 352	11 769	12 180
Payment for capital assets				
Machinery and equipment	51	2 500	-	-
Total	19 402	20 310	18 747	19 720

7.5 Performance and Expenditure Trends: Programme 2 Finance

- Expenditure grows over the MTEF driven mainly by increased operational costs.
- The programme received additional funding for 2018/19 and 2019/20 to cater for the following: Depreciation charges; Rental for PMB office; External audit services; Internal audit services; Insurance; Repairs and maintenance; Operational expenditure due to increased operations and Vehicle costs.
- The internal audit function is no longer undertaken by Provincial Treasury which impacted the entity's expenditure significantly. The service will be outsourced to a suitable service provider.

- With regard to office accommodation and related costs, expenditure is allocated to operating leases for the Durban office. During the 2016/17 financial year, the entity secured accommodation for the Durban office and commenced with sourcing suitable accommodation for the Pietermaritzburg office. The latter was expected to be completed by the end of the 2017/18 financial year. This expected lease rental for the Pietermaritzburg office and related operating costs have been included in the 2018/19 MTEF. Consideration needs to be given to a long term solution for the entity's office accommodation situation.
- Changes in the operational environment brought about by PPPFA, policy and procedure amendments are placing strain on the unit's resources. National and Provincial Treasury placing further reporting and compliance obligations on the entity. The cost implication of these have not been factored into the 2018/19 budget as they are currently unknown. The upgrading of the financial system seeks to address these growing reporting requirements.
- Cost rationalisation efforts continued and interventions identified to encourage self-sustainability.

8. PROGRAMME 3 – INFORMATION AND COMMUNICATION TECHNOLOGY

The purpose of this programme is to provide information communication technology (ICT) and knowledge management services to the entity.

Situational Analysis - There are no planned proposed increases in staff within ICT in the 2018/19 MTEF. There is currently two vacant posts in the approved organisational structure namely the Chief Information Officer and the Information Officer positions. The focus of the programme remains the successful implementation and integration of the entity's IT solution, the KZNGBB On-line Integrated Gambling Regulatory System/Portal, which is being managed with the assistance of SITA. The programme continues to ensure achievement of government-wide ICT governance and minimum information security standards frameworks in terms of the Department of Public Service and Administration.

8.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Programme 3 ICT

Strategic Objective		Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/2021
SO 3.1	Provide efficient information communication and technology management services	3.1.1 Number of revised ICT Strategy Implementation Plans by due dates	2 Revised ICT Strategy Implementation Plans by due dates	-	-	-	-	1 revised ICT Strategy Implementation Plan by 31 March 2019	1 revised ICT Strategy Implementation Plan by 31 March 2020	1 revised ICT Strategy Implementation Plan by 31 March 2021

8.2 Performance Indicators and Annual Targets for 2018/19 and Medium-Term Targets: Programme 3 ICT

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 3.1: Provide efficient information communication and technology management services									
3.1.1	Quarterly ICT Strategy Implementation Reports	Number of quarterly ICT Strategy Implementation Reports submitted to IT Steering Committee	Not applicable – not included in 2014/15 APP	Not applicable – not included in 2015/16 APP	Not applicable – not included in 2016/17 APP	Not applicable – not included in 2017/18 APP	4	4	4

8.3 Performance Indicators Quarterly Targets for 2018/19 and Medium Term Targets: Programme 3 ICT

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 3.1: Provide efficient information communication and technology management services						
3.1.1.1	Quarterly ICT Strategy Implementation Reports submitted to IT Steering Committee	Quarterly	4	1	1	1

8.4 Reconciling Performance Targets with the Budget and MTEF: Programme 3 ICT

Programme 3				
Expenditure by Programme	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Information & Communication Technology	6 670	6 643	7 224	6 063
Total	6 670	6 643	7 224	6 063

Programme 3				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	5 517	5 943	5 699	5 363
Compensation of employees	2 463	2 730	2 951	3 189
Goods and services	3 054	3 213	2 748	2 174
Payment for capital assets				
Machinery and equipment	1 153	700	1 525	700
Total	6 670	6 643	7 224	6 063

8.5 Performance and Expenditure Trends: Programme 3 ICT

- The programme has been allocated additional budget during the 2018/19 MTEF to assist with the following: Maintenance and support of the GROF system; Software licenses; Replacement of servers; Implementation of a document management system; Backup and security improvements.
- The programme must ensure a cost-effective enterprise-wide system that provides for adequate and proper documentation of organisation's activities, proper records disposition, and promotes economy and efficiency. Also to ensure compliance with the implementing regulations for Information / Records Management issued by the National Archives Act. The Information Officer position is vacant to try realise savings and activities related to records management will be outsourced which may have an impact on the budget in the medium term.
- During 2017/18 MTEF, Phase 2 of the KZNGBB automated system (GROF) commenced which impacts on the ICT Strategy and the enterprise architecture that must be established within the organisation. The ICT capital expenditure plan is in place and budget has been allocated under Machinery and Equipment.
- There is an expected increase in expenditure due to number of ICT projects planned to ensure compliance with ICT Governance Framework for public entities as well as the implementation of the business process re-engineering project roll out which commenced in the 2016/17 MTEF.

9. PROGRAMME 4: LICENSING AND REGISTRATION

The purpose of this programme is to receive, investigate and prepare licences and registration certificates for all applications in the Gaming and Betting industry as required in the Act to ensure the suitability and continuous suitability of all applicants; and to roll out new gaming and betting initiatives.

The Licensing and Registration Programme is comprised of the following two sub-programmes:

Sub-Programme 4.1 Licensing & Registration: Betting (Totalisator, Racecourse Operator and Bookmaker) – The purpose of the sub-programme is to receive, investigate and prepare licences and registration certificates for all applications (corporate, natural persons and employees) in the Betting sector (Racecourse Operators, Totalisator, and Bookmaker sectors) as required in the Act to ensure the suitability and continuous suitability of all applicants; and to roll out new betting initiatives.

Sub-Programme 4.2 Licensing & Registration: Gaming (Casinos, LPs and Bingo) – The purpose of the sub-programme is to receive, investigate and prepare licences and registration certificates for all applications (corporate, natural persons and employees) in the Gaming sector (Casinos, LPs and Bingo) as required by the Act to ensure the suitability and continuous suitability of all applicants; and to roll out new gaming initiatives.

Situational Analysis – This programme will continue to ensure the execution of the entity's statutory mandate; industry transformation; and socio-economic development through the processing and investigation of all applications made for licenses or registrations under the Act to ensure the suitability and continuous suitability of all applicants; considering B-BBEE when issuing licenses and renewing existing licences in terms of the Act to ensure participation by persons contemplated in the definition of "broad-based black economic empowerment" as contained in the B-BBEE Act; and preparing licences and registration certificates for all approved applications in the Gaming and Betting industry as required in the Act.

Growth in number of applications being processed by the entity is attributable to an increase in number of gambling operations and sites being licensed, financial acquisition applications, high turnover of employee registrations and the roll out of new gambling categories such as Bingo and Type B sites. The KZNGBB On-line Integrated Gambling Regulatory System/Portal ("GROP") will go a long way to automating application processing which will in turn improve service delivery.

9.1 Strategic Objectives Annual Targets for 2018/19 and Medium Term Targets: Programme 4 Licensing and Registration

Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets			
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21	
SO 4.1	Licensing and registration of approved suitable applicants	4.1.1 Percentage of corporate licences and certificates of registration issued to approved suitable applicants	100% of corporate licence and certificates of registration issued to approved suitable applicants	-	-	-	-	100%	100%	100%

9.2 Sub-Programme 4.1 Licensing and Registration: Betting

9.2.1 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 4.1 Licensing and Registration: Betting

Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets			
		2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/20	
Strategic Objective 4.1: Licencing and registration of approved suitable applicants									
4.1.1.1	Probity Investigation Reports	Percentage of corporate licence and registration applications processed within prescribed timeframes	80% Achieved 1 application carried over from previous period / 4 applications received / 4 applications finalised 1 application on hand	1 Financial Acquisition application processed and investigated beyond timeframe / 26 Bookmaker applications processed and investigated beyond timeframe / 1 Certificate of Suitability was still in process	16.66% processed within prescribed timeframe - 2 applications processed and investigated within 90 days / 10 applications processed and investigated beyond timelines / 66.66% processed within prescribed timeframe - 2 applications processed and investigated within 90 days / 1 application	70% of corporate licence and registration applications processed and investigated within prescribed timeframes	70%	70%	70%

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/20
					processed and investigated beyond timelines				
4.1.1.2	Probity Investigation Reports	Percentage of applications for employee registrations processed within prescribed timeframes	21% Achieved 732 carried over from previous period; 1237 received; 339 finalised; 335 certificates of registrations issued	619 applications for Casino and Betting sector employee registrations processed and investigated beyond the timeframe	16.67% of employee applications processed within prescribed timeframe - 82 applications processed and investigated within 60 days / 410 applications processed and investigated beyond 60 days / 0% of Totalisator Agent applications processed within prescribed timeframe - 0 applications processed and investigated within 60 days / 29 applications processed and investigated beyond 60 days	60% of applications for Betting sector employee and Tote Agent registrations processed and investigated within prescribed timeframes	60%	60%	60%
4.1.1.3	Licences and corporate certificates of registration issued to suitable applicants	Percentage of corporate licences and certificates of registration issued within prescribed timeframes	100% Achieved 20 Licences and 481 Certificates of Registrations issued	82.76% of Bookmaker Licences issued within timeframe (24/29) 5 Bookmaker licences issues beyond timeframe 492 certifications of registration issued beyond the timeframe	42.66% issued within prescribed timeframe - 5 licences and 367 certificates of registration issued within timelines / 500 certificates of registration issued beyond timelines	100% of licences and corporate certificates of registration issued within prescribed timeframes	100%	100%	100%
4.1.1.4	Certificates of registration issued to suitable applicants	Percentage of certificates of registration for employees issued within prescribed timeframes				60% of certificates of registration for Betting employees and Tote Agents issued within prescribed timeframes	70%	70%	70%
4.1.1.5	Renewed licences and certificates of registration issued to suitable applicants	Percentage of renewed licences/certificates issued within prescribed timeframes	100% Achieved 83 Bookmakers / 2 Totalisator / 2 Racecourse Operator / 5 Casino / 1 National Manufacturer / 2	34.69% processed and licences and certificates issued within timeframe (102/294) / 192 processed and licences and certificates issued before	69.09% processed and licences / certificates issued within prescribed timeframe - 71 licences and 119 certificates of registration issued within	100% of licence / certificate renewal applications processed and licences / certificates issued within	100%	100%	100%

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/20
			Certificates of Registration: Manufacturer / 2 Certificates of Registration: Supplier	expiry but beyond timeframe (192/294)	timelines / 85 certificates of registration issued beyond timelines	prescribed timeframes			
4.1.1.6	Probity investigation reports reflecting applicant's B-BBEE / transformation commitments	Percentage of corporate licence and registrations probed for B-BBEE, transformation and socio-economic commitments	100% of investigative reports include BBBEE information and requirement of section 54 of the National Gambling Act. All applicants are assessed on their BBBEE and Codes of Good Practice compliance	100% of 27 Corporate investigation reports prepared during the period contained applicants' B-BBEE status	100% of corporate application reports contain applicants' B-BBEE status - 15 finalized corporate applications have B-BBEE status and conditions	100% of corporate applicants probed on B-BBEE / transformation status	100%	100%	100%

9.2.2 Performance Indicators Quarterly Targets for 2018/19: Sub-Programme 4.1 Licensing and Registration: Betting

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 4.1: Licencing and registration of approved suitable applicants							
4.1.1.1	Percentage of corporate licence and registration applications processed within prescribed timeframes	Quarterly	70%	70%	70%	70%	70%
4.1.1.2	Percentage of applications for employee registrations processed within prescribed timeframes	Quarterly	60%	60%	60%	60%	60%
4.1.1.3	Percentage of corporate licences and certificates of registration issued within prescribed timeframes	Quarterly	100%	100%	100%	100%	100%
4.1.1.4	Percentage of certificates of registration for employees issued within prescribed timeframes	Quarterly	70%	70%	70%	70%	70%
4.1.1.5	Percentage of renewed licences/certificates issued within prescribed timeframes	Quarterly	100%	100%	100%	100%	100%
4.1.1.6	Percentage of corporate licence and registrations probed for B-BBEE, transformation and socio-economic commitments	Quarterly	100%	100%	100%	100%	100%

9.3 Sub-Programme 4.2 Licensing & Registration: Gaming

9.3.1 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 4.2 Licensing and Registration: Gaming

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 4.1: Licencing and registration of approved suitable applicants									
4.1.1.1	Probity Investigation Reports	Percentage of corporate licence and registration applications processed within prescribed timeframes	33.33% Achieved	52.63% of Type "A" LPM licence applications processed and investigated within timeframe (20/38) / 18 applications processed beyond the timeframe / 30 Type "B" LPM licence applications processed and investigated beyond the timeframe / 7.14% of Financial Acquisition applications processed and investigated within the timeframe (1/14) / 13 applications processed beyond the timeframe	94.17% of corporate licence applications processed within prescribed timeframe 113 applications processed and investigated within 90/120 days / 7 applications processed and investigated beyond timelines / 0 corporate registration applications received, processed and investigated during the period	70% of corporate licence and registration applications processed and investigated within prescribed timeframes	70%	70%	70%
4.1.1.2	Probity Investigation Reports	Percentage of applications for employee registrations processed within prescribed timeframes	93.3% Achieved	30.62% of Bingo and LPM employee registration applications processed and investigated within prescribed timeframe (64/209) 145 applications processed beyond the timeframe	90.24% of employee applications processed and investigated within prescribed timeframe - 333 applications processed and investigated within 60 days / 36 applications processed and investigated beyond timelines	70% of applications for employee registrations in Casino, Bingo and LPM industry processed and investigated within prescribed timeframes	60%	60%	60%
4.1.1.3	Licences and corporate certificates of registration issued to suitable applicants	Percentage of corporate licences and certificates of registration issued within prescribed timeframes	100% Achieved 95 Licences issued and 101 Certificates of Registrations	85.45% of licences and certificates of registration issued within timeframe (141/165) - 35 licences and 106 certificates /	89.56% of licenses and certificates of registration issued within prescribed timeframe - 81 licences and 391 certificates of registration issued within timelines / 9	100% of licences and/or corporate certificates of registration issued within prescribed timeframes	100%	100%	100%

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
4.1.1.4	Certificates of registration issued to suitable applicants	Percentage of employee certificates of registration issued within prescribed timeframes		7 licences and 17 certificates issued beyond timeframe	licences and 46 certificates of registration issued beyond timelines	70% of employee certificates of registration issued within prescribed timeframes	70%	70%	70%
4.1.1.5	Renewed licences and certificates of registration issued to suitable applicants	Percentage of renewed licences/certificates issued within prescribed timeframes	100% Achieved 577 licences renewed Type A 523 ISO 14 Route Operator 4 Bingo 14 National Employment 22	98.87% of renewal applications processed and licences issued within prescribed timeframe (52/531) / 6 applications processes and licences issued beyond the prescribed timeframe (6/531)	100% of licence/certificate renewal applications processed and licenses / certificates issued within prescribed timeframe - 554 licences and 32 certificates of registration issued within timelines	100% of licence/certificate renewal applications processed and licences/ certificates issued within prescribed timeframes	100%	100%	100%
4.1.1.6	Probity Investigation reports reflecting applicant's B-BBEE / transformation commitments	Percentage of corporate licence and registrations probed for B-BBEE, transformation and socio-economic commitments	100% of investigative reports include BBEE information and requirement of Section 54 of the National Gambling Act. All applicants are assessed on their BBEE Codes of Good Practice compliance	Not applicable – no corporate investigation reports were prepared during the year	100% of corporate application reports contain applicants' B-BBEE status - 1 finalized corporate application has B-BBEE status and conditions	100% of corporate applicants probed on B-BBEE / transformation status	100%	100%	100%

9.3.2 Performance Indicators Quarterly Targets for 2018/19 and Medium Term Targets: Sub-Programme 4.2 Licensing & Registration: Gaming

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 4.1: Licencing and registration of approved suitable applicants						
4.1.1.1	Percentage of corporate licence and registration applications processed and investigated within prescribed timeframes	Quarterly	70%	70%	70%	70%
4.1.1.2	Percentage of applications for employee registrations processed and investigated within prescribed timeframes	Quarterly	60%	60%	60%	60%
4.1.1.3	Percentage of corporate licences and/or certificates of registration issued within prescribed timeframes	Quarterly	100%	100%	100%	100%
4.1.1.4	Percentage of employee certificates of registration issued within prescribed timeframes	Quarterly	70%	70%	70%	70%
4.1.1.5	Percentage of renewed licences/certificates issued within prescribed timeframes	Quarterly	100%	100%	100%	100%

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
4.1.1.6	Percentage of corporate licence and registrations probed for B-BBEE, transformation and socio-economic commitments	Quarterly	100%	100%	100%	100%	100%

9.4 Reconciling Programme Performance Targets with the Budget and MTEF: Programme 4 Licensing and Registration

Programme 4				
Expenditure by Sub-Programme	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Office of the Senior Manager	1 268	1 383	1 481	1 571
Casinos, Manufacturers & Horseracing	4 318	4 743	4 881	5 110
LPMs & Bingo	4 304	4 721	4 918	5 172
Total	9 890	10 847	11 280	11 853

Programme 4				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	9 890	10 847	11 280	11 853
Compensation of employees	8 086	8 913	9 630	10 406
Goods and services	1 804	1 934	1 650	1 447
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	9 890	10 847	11 280	11 853

Senior Manager				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	1 268	1 383	1 481	1 571
Compensation of employees	1 175	1 285	1 387	1 498
Goods and services	93	98	94	73
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	1 268	1 383	1 481	1 571

L&R - Gaming				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	4 318	4 743	4 881	5 110
Compensation of employees	3 645	3 773	4 077	4 406
Goods and services	673	970	804	704
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	4 318	4 743	4 881	5 110

L&R - Betting				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	4 304	4 721	4 918	5 172
Compensation of employees	3 266	3 855	4 166	4 502
Goods and services	1 038	866	752	670
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	4 304	4 721	4 918	5 172

9.5 Performance and Expenditure Trends: Programme 4 Licensing & Registration

- The bulk of the programme's expenditure over the 2018/19 MTEF is on compensation of employees within the sub-programmes and subsistence and travel due to investigations and site visits that are conducted as part of the assessment of suitability of applicants.
- Applications are taken to public hearings for consultation.
- Expenditure of the unit is driven by the number of applications received and processed.
- The sub-programmes (Betting and Gaming) support the entity's objectives through ensuring suitability to protect the interests of the public and maintain the integrity of the industry through investigations. These investigations are included in the Goods and Services allocations. Investigation costs are recoverable from the applicants.
- The programme contributes to B-BBEE empowerment through the assessment of applications and commitments made by applicants thereby supporting the entity's strategic outcome oriented goals in respect of transformation.
- The number of staff within the Licensing unit has not been increased despite the growth in number of applications being processed by the entity and the growth in licensing activities, thereby increasing the need for an automated application system to accommodate this growth.

- It is anticipated that the automated application system (GROP) implemented in the 2017/18 MTEF will improve efficiencies within the unit and reduce turnaround times thereby enhancing service delivery to the public.

10. PROGRAMME 5: GAMING MONITORING AND CONTROL

The purpose of this programme is to monitor gaming activities in the Province; audit gaming revenue collection for the Province; and enforce compliance with relevant legislation, including B-BBEE Codes of Good Practice. The Gaming Monitoring and Control Programme is comprised of the following two sub-programmes:

Sub-Programme 5.1 Monitoring and Gaming Audit– The purpose of the sub-programme is to monitor gaming activities in the Province; audit gaming revenue collection for the Province; and to enforce compliance with relevant legislation.

Sub-Programme 5.2 Gaming Control – The purpose of the sub-programme is to control all forms of gaming operations through regulatory inspections, certifications and processing of gaming applications thereby ensuring that gaming operations are conducted in compliance with legislation.

Situational Analysis – Developments within the gaming industry will impact standard operations during 2018/19. These include the following:

- The roll out of additional Bingo sites and electronic bingo terminals is anticipated which will require certification projects to be undertaken by the Board.
- Depending on the outcome of the ISO litigation, there may be 17 additional ISO sites which must for part of monitoring processes undertaken by the unit.
- It is anticipated that due to the commencement of various casino expansions, special certification projects will be undertaken (These special projects have been factored into the Gaming Control's targets under inspections and special certification projects).

At this time, one vacant post of Compliance Officer exists which shall not be filled pending the outcome of the KZNGBB On-line Integrated Gambling Regulatory System/Portal project.

10.1 Strategic Objectives Annual Targets for 2018/19 & Medium Term Targets: Programme 5 Gaming Monitoring and Control

	Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
SO 5.1	Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund	5.1.1 Number of monthly gambling Tax Compliance Reports	24 Gaming Tax Compliance Reports	-	-	-	-	12	12	12
SO 5.2	Maintain regulatory and technical and technical compliance in the gambling industry	5.2.1 Number of annual Regulatory Compliance Monitoring Plans	2 Annual Regulatory Compliance Monitoring	-	-	-	-	1	1	1

	Strategic Objective	Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
			Plans for Gaming Industry							
		5.2.2 Percentage of new compliant gaming operations certified against licensee compliance reports	100% of new compliant gaming operations certified	-	-	-	-	100%	100%	100%
SO 5.3	Protect the interests of the public within the gambling industry	5.3.1 Percentage of outcomes determined in respect of lodged disputes / complaints	100% of disputes / complaints lodged are investigated and outcomes determined	-	-	-	-	100%	100%	100%

10.2 Sub-Programme 5.1: Monitoring and Gaming Audit

10.2.1 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 5.1 Monitoring and Gaming Audit

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 5.1: Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund									
5.1.1.1	Licensee compliance in respect of payment of gambling taxes	Percentage of monthly gambling tax verification reports compiled on operational licensees	60 Casinos and 48 Route Operators tax verifications conducted / 25 Bingo operator tax audits were conducted / 8 New Independent Site Operator Tax Audits also conducted	60 Casinos and 48 Route Operators tax verifications / 56 Bingo Operators tax audits on 100% of licensed operational Bingo operators / Type "B" LPM tax audits conducted on 100% of ISOs operating on Bingo sites	60 Casino and 48 Route Operators monthly tax audits conducted / Monthly tax audits conducted on 100% of licensed Bingo Operators – 72 Bingo and 48 Type B tax audits	60 Casino and 48 Route operator tax audits / Monthly tax audits conducted on 100% of licensed operational Bingo Halls	100%	100%	100%
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry									

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
5.2.1.1	Gambling regulatory compliance	Number of compliance inspection checklists	10 Compliance audits conducted on bingo, route operator and casino licensees 500 LPM site compliance audits were conducted	5 Casino and 4 Route Operator compliance audits / 5 Casino FICA inspections / 289 Compliance audits on 55% of licensed operational Type "A" LPM sites / 4 Compliance audits and FICA inspections on 100% of licensed Bingo sites / 2 Compliance audits and 2 FICA inspections on 100% of licensed operational Site Operator sites	5 Casino and 4 Route Operator compliance audits conducted / 5 Casino FICA inspections / Compliance audits on 50% of licensed operational Type "A" LPM sites - 251 compliance audits / Compliance audits and FICA inspections conducted on 100% of licensed Bingo operations - 6 Bingo compliance audits and 6 Bingo FIC inspections	5 Casino and 4 Route Operator compliance audits / 5 Casino and 4 Route Operator FICA inspections / 250 Type "A" / Type "B" LPM sites compliance audits Compliance audits and FICA inspections conducted on 100% of licensed operational Bingo Halls	136	184	184
5.2.1.2	Legislated approvals issued to licensees/registrants	Percentage of change requests/applications processed within prescribed timeframe	88% of 41 Operational Change Requests were processed, reported issued to licensees within 14 days of LRMCC approval	100% of 41 applications for operational change requests received were allocated for processing within 5 working days of receipt	100% of 38 operational change requests received were allocated for processing within prescribed timeframe	100% of operational change request applications processed in compliance with legislation	100%	100%	100%
5.2.1.3	Assessment of compliance with transformation requirements	Number of transformation monitoring reports	60 casino and 48 route operator monitoring audits conducted / 15 Bingo operator monitoring audits were conducted during 2014/15	20 Casino and 16 Route Operator monitoring audits conducted / 14 Quarterly monitoring audits conducted on 100% of licensed operational Bingo Operators	20 Casino and 16 Route Operator quarterly monitoring audits / Quarterly monitoring audits conducted on 100% of licensed Bingo operations - 24 monitoring audits conducted	20 Casino and 16 Route Operator monitoring audits / Monitoring audits conducted on 100% of licensed operational Bingo Halls	48	48	48

10.2.2 Performance Indicators Quarterly Targets for 2018/19 and Medium Term Targets: Sub-Programme 5.1 Monitoring & Gaming Audit

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 5.1: Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund						
5.1.1.1 Percentage of monthly gambling tax verification reports compiled on operational licensees	Quarterly	100%	100%	100%	100%	100%
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry						

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
5.2.1.1	Number of compliance inspection checklists	Quarterly	136	64	6	62	4
5.2.1.2	Percentage of change requests/applications processed within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%
5.2.1.3	Number of transformation monitoring reports	Quarterly	48	12	12	12	12

10.3 Sub-Programme 5.2: Gaming Control

10.3.1 Performance Indicators and Annual Targets for 2018/19: Sub-Programme 5.2 Gaming Control

	Key Output	Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Targets 2018/19	2019/20	2020/21
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry									
5.2.1.1	Technical and regulatory compliance with legislation	Number of compliance inspection checklists	86% Achieved 36 inspections were conducted. The Board noted this deviation from target as a result of capacity constraints within the unit	29 Casino inspections were conducted on casino licensees / 6 gaming operations inspections conducted on 100% of licensed operational bingo licensees	30 gaming operation inspections conducted on Casino licensees / 6 gaming operation inspections conducted on licensed Bingo operations	30 gaming operation inspections and special certification projects conducted on Casino licensees / 7 gaming operation inspections and special certification projects conducted on licensed operational Bingo Halls	37	37	37
5.2.1.2	Legislated approvals issued to gambling licensees / registrants	Percentage of change requests/applications processed within prescribed timeframe	100% of 296 Operational Change Requests received were processed and reported	100% of 567 compliant applications for hardware and software changes allocated for processing and evaluation within 7 working days / 100% of 302 applications for gaming changes allocated for processing within prescribed timeframe	100% of 638 applications for hardware and software changes received allocated for processing within prescribed timeframe / 100% of 314 applications for gaming operation change requests allocated for processing within prescribed timeframe	100% of applications for hardware and software changes processed in compliance with legislation / 100% of applications for gaming operation change requests processed in compliance with legislation	100%	100%	100%
5.2.2.1	Technical and regulatory compliance with legislation	Percentage of new compliant gaming sites and gaming machines	100% Achieved 96 LPM sites and 402 gaming machines were	100% of LPM and Bingo sites authorized to operate and LPMs certified within prescribed timeframe – 35	100% of LPM and Bingo sites and limited payout machines were certified -	100% of LPM and Bingo sites and limited pay out machines certified	100%	100%	100%

	Key Output	Performance Indicator	Audited/ Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Targets 2018/19	2019/20	2020/21
		certified within prescribed timeframe	certified within prescribed timeframe	LPM and Bingo Sites / 180 LPMs	64 LPM sites and 255 LPMs				
Strategic Objective 5.3: Protect the interests of the public within the gambling industry									
5.3.1.1	Outcome notification letters to complainants	Percentage of disputes / complaints investigated within prescribed timeframe	100% Achieved - 29 patron disputes received were investigated and patron notified of outcome within prescribed timeframe.'	100% of patron notified of outcome of 24 finalised disputes within prescribed timeframe	100% of 28 patron disputes received were allocated for investigation within prescribed timeframe	100% of patron disputes received are investigated	100%	100%	100%

10.3.2 Performance Indicators Quarterly Targets for 2018/19: Sub-Programme 5.2 Gaming Control

Performance Indicator	Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry							
5.2.1.1	Number of compliance inspection checklists	Bi-annually	37	Not applicable – no target Q1	19	Not applicable – no target Q3	18
5.2.1.2	Percentage of change requests/applications processed within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%
5.2.2.1	Percentage of new compliant gaming sites and gaming machines certified within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%
Strategic Objective 5.3: Protect the interests of the public within the gambling industry							
5.3.1.1	Percentage of disputes / complaints investigated within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%

10.4 Reconciling Programme Performance Targets with the Budget and MTEF: Programme 5 Gaming Monitoring and Control

Programme 5				
Expenditure by Sub-Programme	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Office of the Senior Manager	1 677	1 872	1 973	2 120
Gaming Audit	6 252	6 689	7 156	7 705
Gaming Control	6 338	6 757	7 253	7 808
Total	14 267	15 318	16 382	17 633

Programme 5				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	14 267	15 318	16 382	17 633
Compensation of employees	12 943	14 362	15 519	16 770
Goods and services	1 324	956	863	863
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	14 267	15 318	16 382	17 633

Senior Manager				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	1 677	1 872	1 973	2 120
Compensation of employees	1 545	1 696	1 832	1 979
Goods and services	132	176	141	141
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	1 677	1 872	1 973	2 120

Gaming Audit				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	6 252	6 689	7 156	7 705
Compensation of employees	5 720	6 313	6 820	7 369
Goods and services	532	376	336	336
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	6 252	6 689	7 156	7 705

Gaming Control				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	6 338	6 757	7 253	7 808
Compensation of employees	5 678	6 353	6 867	7 422
Goods and services	660	404	386	386
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	6 338	6 757	7 253	7 808

10.5 Performance and Expenditure Trends: Programme 5 Gaming Monitoring and Control

- The bulk of the programme's expenditure over the 2018/19 MTEF is on compensation of employees within the sub-programmes and subsistence and travel due to compliance and monitoring audits, site inspections, FIC inspections, and gaming certifications are conducted to ensure compliance with legislative requirements and bid commitments.
- The sub-programmes (Monitoring Gaming Audit and Gaming Control) support the entity's objectives through maintaining the integrity of the industry through audits and inspections. These costs are included in the Goods and Services allocations.
- Additional operational activities are expected in 2018/19 in light of applications for gaming equipment (for operational changes (for example, slot machine changes, surveillance changes, and internal control changes)) which results in an increase in demand for oversight, auditing and monitoring responsibilities to ensure strict enforcement by the KZNGBB (amendments to the KZN Gaming and Betting Amendment Bill and additional FICA requirements).
- Training and developments initiatives are required to ensure officials keep up with technological and technical requirements of the industry. This is required to facilitate technical monitoring and well as processing change requests for gaming devices – hardware and software changes.
- Increase in the number of compliance monitoring audits in respect of the licensees B-BBEE related bid commitments and licence conditions, thereby supporting the entity's strategic outcome oriented goals in respect of transformation.
- The filling of the post of Inspector Systems Engineer Analyst will improve the capacity of the entity to review technical standards adherence.
- There is an expected increase in expenditure due to increased operational activities.

11. PROGRAMME 6: BETTING MONITORING AND CONTROL

The purpose of this programme is to monitor betting activities in the Province; verify betting revenue collection for the Province; enforce compliance with relevant legislation; and ensure that the Board's mandate in respect of the eradication of illegal gambling in the Province is carried out.

Situational Analysis - Operations within this programme have grown. The unit provides the Board with reasonable assurance that the horseracing and betting industry is complying with applicable legislation, the Board's Transformation Strategy and licence conditions. The number of bookmaking rights increased from 83 to 109 during the 2017/18 financial year, with 26 of these rights arising from a RFA in 2014/15 where 60% of ownership was to be held by HDPs. During the 2017/18 financial year several bookmaking licensees were corporatized which resulted in the increased complexity and compliance requirements for these bigger businesses (moved from being exempt micro enterprises to qualifying small enterprises). Black ownership (Black, Indian, and Coloured) in the Bookmaking industry has increased from 27% in 2011/2012 to 61% as at 31 December 2017. The roll out of the determined rights together with corporatisation, continues to place additional monitoring demands on the unit. The additional responsibility of the approval and registration of wagering software against the SANS 1718 standards continues to place demands on the human resources within the Betting unit.

Illegal gambling remains a serious threat to licensed operations and the rule of law of the province. The entity has an illegal gambling unit, which entrenches the entity's zero tolerance stance against illegal gambling. A task team incorporating KZN Liquor Authority and South African Police Services investigates and takes legal action against illegal gambling perpetrators. There are continued plans to enhance focus and develop a multi-action working group that can focus its efforts on curtailing illegal gambling operations. The existing whistle blowing help line assists in identifying illegal operations.

11.1 Strategic Objectives Annual Targets for 2018/19 & Medium Term Targets: Programme 6 Betting Monitoring & Control

Strategic Objective		Strategic Objective Indicator	Strategic Plan 5 Year Target	Audited / Actual Performance			Estimated Performance 2017/18	Medium-Term Targets		
				2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
SO 5.1	Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund	5.1.1 Number of monthly Gambling Tax Compliance Reports	24 Betting Tax Compliance Reports	-	-	-	-	12	12	12
SO 5.2	Maintain regulatory and technical compliance in the gambling industry	5.2.1 Number of annual Regulatory Compliance Monitoring Plans	2 Annual Regulatory Compliance Monitoring Plans for Betting Industry	-	-	-	-	1	1	1
SO 5.3	Protect the interests of the public within the gambling industry	5.3.1 Percentage of outcomes determined in respect of lodged disputes / complaints	100% of disputes / complaints lodged are investigated and outcomes determined	-	-	-	-	100%	100%	100%
		5.3.2 Percentage of reported illegal gambling activities handed over to SAPS for investigation	100% of reported illegal gambling activities handed over to SAPS for investigation	-	-	-	-	100%	100%	100%

11.2 Performance Indicators and Annual Targets for 2018/19: Programme 6 Betting Monitoring & Control

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
Strategic Objective 5.1: Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund									
5.1.1.1	Licensee compliance in respect of payment of gambling taxes	Percentage of monthly gambling tax verification reports compiled on operational licensees	100% Achieved 627 tax validations conducted on Betting Operators	561 monthly tax validations conducted in respect of 100% of licensed betting operators	Monthly revenue reports compiled on 100% of licensed betting operators – 570 revenue reports compiled	Monthly tax validations conducted on 100% of operational betting licensees	100%	100%	100%
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry									
5.2.1.1	Gambling regulatory compliance	Number of compliance inspection checklists	127% Achieved 60 off-site audits on Bookmakers / 108,5% Achieved 293 on-site audits conducted on betting operators / 100% Achieved 10 FICA inspections conducted during 2014/15	47 off-site and 310 on-site inspections conducted 10 FICA inspections conducted on betting operators	13 off-site inspections and 347 on-site inspections conducted 6 FICA inspections conducted	320 on-site inspections 6 FICA inspections conducted	286	306	306
5.2.1.2	Legislated approvals issued to licensees/registrants	Percentage of change requests/applications processed within prescribed timeframe	100% Achieved 7 Requests for Approvals received. 4 reported and issued to licensees within 14 days after CEO/Senior Manager approval. 2 still under investigation. 1 withdrawn	100% Achieved 47 operational change request applications finalised and applicants notified of outcome within prescribed timeframe / 100% Achieved 13 wagering software applications finalised and applicants notified of outcome within prescribed timeframe	100% of 94 operational change requests applications received were allocated for processing within prescribed timeframe / 100% of 17 wagering software applications received were allocated for processing within prescribed timeframe	100% of applications for operational change requests processed in compliance with legislation / 100% of applications for approval of wagering software processed in compliance with legislation	100%	100%	100%
5.2.1.3	Assessment of licensee compliance with transformation requirements	Number of transformation monitoring reports	33.33% Achieved 2 monitoring audits conducted on corporate licensees	5 monitoring inspections conducted on corporate licensees as per Operational Plan	6 Annual monitoring inspections conducted on corporate Betting licensees	Annual monitoring inspections conducted on 95% of corporate Betting licensees operating for more than 12 consecutive months	20	20	20
Strategic Objective 5.3: Protect the interests of the public within the gambling industry									

	Key Output	Performance Indicator	Audited / Actual Performance			Estimated Performance 2017/18	Medium-term Targets		
			2014/15	2015/16	2016/17		Annual Target 2018/19	2019/20	2020/21
5.3.1.1	Outcome notification letters to complainants	Percentage of disputes / complaints investigated within prescribed timeframe	100% Achieved 53 patron disputes received / 46 investigated and patrons notified of outcome. 3 Referred for Board Hearing – pending. 4 Still under investigation	100% Achieved 39 betting disputes received and 39 investigations commenced within prescribed timeframe	90.24% of 41 betting disputes received had investigations commenced within prescribed timeframe	100% of lodged betting disputes investigated, heard and decided upon	100%	100%	100%
5.3.1.2	Co-ordinated intelligence gathering of illegal gambling operations	Number of illegal gambling reports	100% Achieved 21 planned raids were conducted during the period under review	64% Achieved 33 inspections planned and 21 inspections attended	28 Illegal gambling inspections conducted in conjunction with other licensing authorities and SAPS	20 illegal gambling inspections conducted in conjunction with SAPS and other licensing authorities	20	20	20

11.3 Performance Indicators Quarterly Targets for 2018/19: Programme 6 Betting Monitoring & Control

Performance Indicator		Reporting Period	Annual Target 2018/19	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Strategic Objective 5.1: Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund							
5.1.1.1	Percentage of monthly gambling tax verification reports compiled on operational licensees	Quarterly	100%	100%	100%	100%	100%
Strategic Objective 5.2: Maintain regulatory and technical compliance in the gambling industry							
5.2.1.1	Number of compliance inspection checklists	Quarterly	286	102	46	71	67
5.2.1.2	Percentage of change requests/applications processed within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%
5.2.1.3	Number of transformation monitoring reports	Annually	20	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3	20 (accumulative)
Strategic Objective 5.3: Protect the interests of the public within the gambling industry							
5.3.1.1	Percentage of disputes / complaints investigated within prescribed timeframe	Quarterly	100%	100%	100%	100%	100%
5.3.1.2	Number of illegal gambling reports	Annually	20	Not applicable – no target Q1	Not applicable – no target Q2	Not applicable – no target Q3	20 (accumulative)

11.4 Reconciling Performance Targets with the Budget and MTEF: Programme 6 Betting Monitoring and Control

Programme 6				
Expenditure by Sub-Programme	Estimated	Medium Term Expenditure		
	R Thousand	2017/18	2018/19	2019/20
Betting Audit	7 421	8 298	8 879	9 449
Law Enforcement	1 135	1 286	1 379	1 460
Total	8 556	9 584	10 258	10 909

Programme 6				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	R Thousand	2017/18	2018/19	2019/20
Current payments	8 556	9 584	10 258	10 909
Compensation of employees	8 167	9 012	9 738	10 523
Goods and services	389	572	520	386
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	8 556	9 584	10 258	10 909

Betting Audit				
Expenditure by Economic Classification	Estimated	Medium Term Expenditure		
	R Thousand	2017/18	2018/19	2019/20
Current payments	7 421	8 298	8 879	9 449
Compensation of employees	7 114	7 848	8 480	9 163
Goods and services	307	450	399	286
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	7 421	8 298	8 879	9 449

Law Enforcement				
Expenditure by Economic Classification	Estimated		Medium Term Expenditure	
	2017/18	2018/19	2019/20	2020/21
R Thousand				
Current payments	1 135	1 286	1 379	1 460
Compensation of employees	1 053	1 164	1 258	1 360
Goods and services	82	122	121	100
Payment for capital assets				
Machinery and equipment	-	-	-	-
Total	1 135	1 286	1 379	1 460

11.5 Performance and Expenditure Trends: Programme 6 Betting Monitoring and Control

- The bulk of the programme's expenditure over the 2018/19 MTEF is on compensation of employees within the sub-programmes and subsistence and travel due to compliance and monitoring audits, site inspections, FIC inspections, are conducted to ensure compliance with legislative requirements and bid commitments.
- An additional allocation was provided to fund increased operations and to cater for specialised training in the programme. Provision was also made for international conference attendance to keep abreast of international developments.
- The programme supports the entity's objectives through maintaining the integrity of the industry through audits and inspections. These costs are included in the Goods and Services allocations.
- Training and developments initiatives are required to ensure officials keep up with technological and technical requirements of the industry. This is required to facilitate technical monitoring and well as processing change requests for wagering software.
- Increased number of monitoring audits in respect of licensee's B-BBEE commitments and licence conditions, thereby supporting the entity's strategic outcome oriented goals in respect of transformation.
- As at 31 December 2017, 11 of the 26 determined bookmaking were operational which places pressure on human resources to ensure compliance and monitoring of the additional betting sites.
- The illegal gambling responsibilities may increase in line with National legislative requirements in the medium term which will affect the budget as additional capacity may be required.
- There is an expected increase in expenditure due to increased operational activities.

PART C: LINKS TO OTHER PLANS

12.1 Links to the Provincial Growth and Development Plan (PGDP) and Medium Term Strategic Framework (MTSF)

The entity will continue to contribute to some of the National Development Plan (NDP) outcomes, provincial priorities which are set out in the Provincial Growth and Development Plan (PGDP), the Provincial Growth and Development Strategy and the Medium Term Strategic Framework (MTSF), through various activities undertaken by its Programmes and Sub-Programmes.

PGDP	MTSF Outcomes / Sub-Outcomes		Strategic Objective	Strategic Objective Indicator		Performance Indicator
6.1 Promote participative, facilitative and accountable governance	12 12.4	An efficient, effective and development-oriented public service Efficient and effective management and operations systems	SO 1.1 Provide strategic leadership and management to ensure responsive, accountable, and efficient administration and operations	1.1.1 Unqualified audit findings in respect of performance information	1.1.1.1 1.1.1.2 1.1.1.3	Approved 2019/20 Annual Performance Plan by 1 April Number of Quarterly Performance Reports against APP targets Annual Performance Report submitted to Auditor-General by due date
1.5 Promote SMME and Entrepreneurial Development (c) Review business regulations to reduce bureaucratic processes and procedures for small businesses (h) Implement and enforce B-BBEE policy (i) Develop a mechanism for collecting data on private and provincial government expenditure on local content	4. 4.8	Decent employment through inclusive economic growth Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly	SO 1.2 Promote economic value, social development and transformation within the gambling industry	1.2.1 Number of revised Transformation Strategy Implementation Plan by due dates	1.2.1.1	Number of quarterly Transformation Strategy Implementation Reports
2. Human Resource Development Support Skills Development to economic growth 2.2	5. 11.	Skill Development Create a better South Africa, contribute to a better and safer Africa in a better world				
3. Human and Community Development 3.1 Eradicate poverty and improve social welfare 3.2 Enhance the health of communities and citizens	14. 14.2	Nation Building and Social Cohesion Equal opportunities, inclusion and redress				

PGDP	MTSF Outcomes / Sub-Outcomes		Strategic Objective	Strategic Objective Indicator	Performance Indicator						
6.4	Promote participative, facilitative and accountable governance	12	An efficient, effective and development-oriented public service	SO 1.3	Provide governance, risk and compliance management services to ensure a sound internal control environment	1.3.1	Number of Board/Board Committee meetings supported	1.3.1.1	Number of Resolutions Registers updated within 10 working days of Board/Board Committee meetings		
		12.4				Efficient and effective management and operations systems		1.3.2		Number of Strategic Risk Management Plans	1.3.1.2
6.3	Eradicate fraud and corruption	12.	An efficient, effective and development-oriented public service	SO 1.3	Provide governance, risk and compliance management services to ensure a sound internal control environment	1.3.3	Number of Fraud Susceptibility Assessment Reports produced within timeframe	1.3.3.1	Number of Prevention of Fraud and Corruption training sessions		
		12.7				Improved mechanisms to promote ethical behaviour in the public service		1.3.4		Compliance Awareness Training Programme developed by XXX	1.3.4.1
6.4	Promote participative, facilitative and accountable governance	12.	An efficient, effective and development-oriented public service	SO 1.4	Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the gambling industry	1.4.1	Number of Legal Reports appraising Board of Legal matters managed	1.4.1.1	Percentage of legal opinions/advice furnished to Board and management within 21 days of request		
		12.4				Efficient and effective management and operations systems		1.4.2		Percentage of identified licensees/registrant's contraventions processed	1.4.1.2
1.5	Promote SMME and Entrepreneurial Development							1.4.2.1	Percentage of charge sheets/warning letters issued to licensees/registrants within 1 month of initiation by units		
(h)	Implement and enforce B-BBEE policy							1.4.2.2	Percentage of non-compliance Section 87 Enquiries findings communicated to licensees/registrants within 10 working days of Board decision		
								1.4.1.3	Percentage of existing licence conditions reviewed annually		
6.2	Build Government Capacity Enhance organisational capacity to deliver services	12.	An efficient, effective and development-oriented public service	SO 1.5	Provide human resource management services to ensure that appropriately skilled human resources are in place	1.5.1	Number of revised HR Strategy Implementation Plans by due dates	1.5.1.1	Number of quarterly HR Strategy Implementation Reports submitted to HRR Committee		
		12.2						A public service that is a career of choice		1.5.1.2	Average percentage of vacant funded posts
		14.						Nation Building and Social Cohesion		1.5.1.4	Percentage targets of Workplace Skills Plan achieved
(e)		14.2	Equal opportunities, inclusion and redress								

PGDP		MTSF Outcomes / Sub-Outcomes			Strategic Objective	Strategic Objective Indicator			Performance Indicator
		12.7	Improved mechanisms to promote ethical behaviour in the public service					1.5.1.3	Percentage of Annual Declarations of Financial or Other Interests by staff of the Board
6.4 (e)	Promote participative, facilitative and accountable governance Facilitate public participation, communication and stakeholder engagement strategy and implementation	12.5	An efficient, effective and development-oriented public service Increased responsiveness of public servants and accountability to citizens	SO 1.6	Provide communication and stakeholder engagement services to promote internal and external communications	1.6.1	Number of revised Communications Strategy Implementation Plans by due dates	1.6.1.1 1.6.1.2 1.6.1.3	Number of quarterly Communications Strategy Implementation Reports submitted to CEO Number of public awareness campaigns facilitated Number of KZNGBB stakeholder engagements facilitated/undertaken
1.5 (b)	Develop a progressive regulatory framework in broader support of the greater economy	12.3	An efficient, effective and development-oriented public service Efficient and effective management and operations systems	SO 2.1	Provide effective, efficient and transparent financial management services to the entity	2.1.1	Audit finding in respect of financial information	2.1.1.1 2.1.1.2 2.1.1.3 2.1.1.4	Number of quarterly financial reports submitted within 1 month of the reporting period Percentage of compliant invoices settled within 30 days Approved budget submitted to KZN Treasury by 31 March 2019 Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General
6.4	Promote participative, facilitative and accountable governance	12.4	Procurement systems that deliver value for money						
6.4 4.3	Promote participative, facilitative and accountable governance Develop ICT Infrastructure	12.3	An efficient, effective and development-oriented public service Efficient and effective management and operations systems	SO 3.1	Provide efficient Information and Communication Technology management services	3.1.1	Number of revised ICT Strategy Implementation Plans by due dates	3.1.1.1	Number of quarterly ICT Strategy Implementation Reports submitted to IT Steering Committee
1.5 (h)	Implement and enforce B-BBEE Policy	4.8	Decent employment through inclusive economic growth Economic opportunities for historically excluded and vulnerable groups are expanded and the number of sustainable small business and cooperatives is improved markedly	SO 4.1	Licensing and registration of approved suitable applicants	4.1.1	Percentage of corporate licence and certificates of registration issued to approved suitable applicants	4.1.1.1 4.1.1.2 4.1.1.3 4.1.1.4 4.1.1.5	Percentage of corporate licence and registration applications processed within prescribed timeframes Percentage of applications for employee registrations processed within prescribed timeframes Percentage of corporate licences and certificates of registration issued within prescribed timeframes Percentage of certificates of registration for employees issued within prescribed timeframes Percentage of renewed licences/certificates issued within prescribed timeframes

PGDP	MTSF Outcomes / Sub-Outcomes		Strategic Objective	Strategic Objective Indicator		Performance Indicator
6.4	Promote participative, facilitative and accountable governance	12.3 12.3	An efficient, effective and development-oriented public service Efficient and effective management and operations systems	SO 5.1	Ensure completeness of gambling taxes payable to the Provincial Revenue Fund	5.1.1 Number of monthly Gambling Tax Compliance Reports 5.1.1.1 Percentage of monthly gambling tax verification reports compiled on operational licensees
6.4	Promote participative, facilitative and accountable governance	12.4 12.4 12.5	An efficient, effective and development-oriented public service Efficient and effective management and operations systems Increased responsiveness of public servants and accountability to citizens	SO 5.2	Maintain regulatory and technical compliance in the gambling industry	5.2.1 Number of annual Regulatory Compliance Monitoring Plans 5.2.1.1 5.2.1.2 Percentage of change requests/applications processed within prescribed timeframe 5.2.2 Percentage of new compliant gaming operations certified against licensee compliance reports 5.2.2.1 Percentage of new compliant gaming sites and gaming machines certified within prescribed timeframe
3.	Promote participative, facilitative and accountable governance	12.5 12.5	An efficient, effective and development-oriented public service Increased responsiveness of public servants and accountability to citizens	SO 5.3	Protect the interests of the public within the gambling industry	5.3.1 Percentage of outcomes determined in respect of lodged disputes / complaints 5.3.1.1 Percentage of disputes / complaints investigated within prescribed timeframe 5.3.2 Percentage of reported illegal gambling activities handed over to SAPS for investigation 5.3.2.1 Number of illegal gambling reports
3. 3.5	Human and Community Development Enhance safety and security	3.	All people in South Africa are and feel safe			

12.2 Links to the KZNGBB Strategic Plan

The Annual Performance Plan for 2018/19 is aligned with the Board's Strategic Plan and its strategic goals. Annexure A hereto, clearly depicts the linkage between the Strategic Plan and the Annual Performance Plan.

13. CONDITIONAL GRANTS

- Not applicable to the KZNGBB as a public entity - The entity does not have conditional grants transactions.

14. PUBLIC ENTITIES

- Not applicable to the KZNGBB as a public entity.

15. PUBLIC-PRIVATE PARTNERSHIPS

- Not applicable to the KZNGBB as a public entity – The entity does not have public-private partnerships transactions that are directly or indirectly managed under its control.

ANNEXURE A: CHANGES TO KZNGBB STRATEGIC PLAN

1. Overview of Revision

1.1 At the strategic review session it was agreed that the entity's vision should be amended to be brief and concise.

Previous vision statement: *"We strive to be the premier gambling regulator in the country, consistently maintaining and enhancing public trust with integrity, transparency and credibility. We also aim to transform the gambling industry for the benefit of all of our stakeholders."*

Revised vision statement: *"We strive to be the centre of excellence in gambling regulation and transformation of the industry."*

1.2 In order to ensure proper alignment and compliance with the National Treasury's Framework for Strategic Plans and Annual Performance Plans, as well as taking into consideration the recommendations made by the Office of the Premier's Planning Unit's in the assessment of the entity's 1st Draft APP for 2018/19, it was necessary to affect several changes to the Strategic Plan. The necessary revision resulted in the following:

- Existing strategic objectives which were operational in nature, were consolidated and high level strategic objectives defined. The number of strategic objectives were reduced i.e. from 35 to 12 as several objectives were applicable to more than one Programme.
- As the strategic objective indicators had been duplicated with the performance indicators in the APP, the 5 year strategic plan targets and strategic objective indicators had to be amended to align with the revised strategic objectives.
- The entity previously erroneously submitted a revised Strategic Plan every year, however going forward a Strategic Plan will be compiled every five years, in line with the electoral cycle and the requirements of the Framework. The KZNGBB's Strategic Plan that was approved for the period 2017/18 – 2021/22 will be replaced in its entirety in the next cycle, namely 2020.
- The 5 year targets will no longer be applicable and the revised strategic targets only cover the balance of the 2015-2020 five year strategic planning cycle, namely the 2018/19 and 2019/20 financial years.

1.3 The reduction in number of strategic objectives has in no way impacted the entity's performance delivery in terms of meeting its strategic goals.

2. KZNGBB Revised Strategic Objectives

Below is a comprehensive breakdown of the changes that have been made to the KZNGBB's Strategic Plan for the remaining period:

Sub-Programme 1.1 – Office of the CEO				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.1: Provide strategic leadership and management to ensure responsive, accountable, effective and efficient administration and operations	1.1.1	Provide leadership, support, oversight, co-ordination and strategic and administrative management of the Board's operations	A consolidation of operational objectives was required to define a high level strategic objective.	
	1.1.3	Ensure contribution to National Gambling Policy and co-operative governance and keeping abreast with regulatory, technical and industry developments		
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.1.1	Unqualified audit opinion in respect of performance information each year	1.1.1	Unqualified audit findings in respect of performance information each year

Sub-Programme 1.1 – Office of the CEO				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.2: Promote economic value, social development and transformation within the gambling industry	1.1.2	Ensure responsible growth and economic transformation of the industry	The wording of the strategic objective was changed to be more strategic in nature.	
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.2.1	2 revised Transformation Strategy Implementation Plans by due date	1.2.1	Number of revised Transformation Strategy Implementation Plans by due dates

Sub-Programme 1.2 – Governance, Risk and Compliance				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.3: Provide governance, risk and compliance management services to ensure a sound internal control environment	1.2.1	Establish effective governance practices and ensure a sound internal control environment.	A consolidation of operational objectives was required to define a high level strategic objective.	
	1.2.2	Management of enterprise risk and compliance in line with relevant legislation.		
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.3.1	60 Board/Board Committee meetings supported	1.3.1	Number of Board/Board Committee meetings supported
	1.3.2	2 Strategic Risk Management Plans produced within timeframe	1.3.2	Number of Strategic Risk Management Plans produced within timeframe
	1.3.3	2 Fraud Susceptibility Assessment Reports produced by 31 March each year	1.3.3	Number of Fraud Susceptibility Assessment Reports produced within timeframe
	1.3.4	Compliance Awareness Training Programme developed by XXX	1.3.4	Compliance Awareness Training Programme developed by xxx

Sub-Programme 1.3 – Legal Services				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.4: Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the gambling industry	1.3.1	Provide legal advisory services to manage entity's legal risks and exposure.	A consolidation of operational objectives was required to define a high level strategic objective	
	1.3.2	Regulation of the industry through legislative amendments and licensee discipline for non-compliance		
	1.3.3	Promote licensee contribution to B-BBEE, employment and socio-economic development through licence conditions.		
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.4.1	16 Legal Reports	1.4.1	Number of Legal Reports appraising Board of Legal matters managed
1.4.2	100% of identified licensee/registrant contraventions processed	1.4.2	Percentage of identified licensee/registrant contraventions processed	

Sub-Programme 1.4 – Human Resources				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.5: Provide human resource management and development services to ensure that appropriately skilled human resources are in place	1.4.1	Hire, develop and retain the right people, in the right positions for the entity.	The wording of the strategic objective was changed to be more strategic in nature.	
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.5.1	2 Revised HR Strategy Implementation Plans by due dates	1.5.1	Number of revised HR Strategy Implementation Plan by due dates

Sub-Programme 1.5 - Communications				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 1.6: Provide communication and stakeholder engagement services to promote internal and external communications	1.5.1	Promote internal and external communications on the work of the entity.	The wording of the strategic objective was changed to be more strategic in nature.	
	Revised Strategic Plan Target		Revised Strategic Objective Indicator	
	1.6.1	2 Revised Communications Strategy Implementation Plans by due dates	1.6.1	Number of revised Communications Strategy Implementation Plan by due dates

Programme 2 - Finance				
Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 2.1: Provide effective, efficient and transparent financial management services to the entity	2.1	Implement systems of financial management and internal controls in line with statutory / regulatory requirements.	A consolidation of operational objectives was required to define a high level strategic objective.	
	2.2	Ensure effective financial reporting in accordance with legislative requirements.		
	2.3	Implement an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective		

Revised Strategic Plan Target		Revised Strategic Objective Indicator	
2.1.1	Unqualified audit opinion from the Auditor-General in respect of financial information	2.1.1	Unqualified audit finding in respect of financial information each year

Programme 3 – Information and Communication Technology			
Revised Strategic Objective	Previous Strategic Objective		Explanation
SO 3.1: Provide efficient information communication and technology management services	3.1	Implementation of the ICT Strategy that is aligned with business strategy	A consolidation of operational objectives was required to define a high level strategic objective.
	3.2	Comply with the Corporate Governance of Information and Communication Technology Policy Framework	
	3.3	Implementation of the KZNGBB Gaming Regulatory Online Portal.	
	Revised Strategic Plan Target		Strategic Objective Indicator
3.1.1	2 Revised ICT Strategy Implementation Plans by due dates	3.1.1	Number of revised ICT Strategy Implementation Plans by due dates

Programme 4 – Licensing and Registration (Sub-Programme 4.1 Betting and Sub-Programme 4.2 Gaming)			
Revised Strategic Objective	Previous Strategic Objective		Explanation
SO 4.1: Licencing and registration of approved suitable applicants	4.1.1	Ensure suitability of licensees, registrants and other persons in the horseracing and betting sector in compliance with the KZN Gaming and Betting Act.	A consolidation of operational objectives was required to define a high level strategic objective for the Programme
	4.1.2	Ensure continuous suitability of licensees and registrants within the betting sector through annual renewal of licences and registrations.	
	4.1.3	Ensure B-BBEE and socio-economic development commitments are made by applicants.	
	4.2.1	Ensure suitability of licensees, registrants and other persons in gaming sector in compliance with the KZN Gaming and Betting Act.	
	4.2.2	Ensure continuous suitability of licensees and registrants within the betting sector through annual renewal of licences and registrations.	
	4.2.3	Ensure B-BBEE and socio-economic development commitments are made by applicants.	
	Revised Strategic Plan Target		Revised Strategic Objective Indicator
4.1.1	100% of corporate licence and certificates of registration issued to approved suitable applicants	4.1.1	Percentage of corporate licence and certificates of registration issued to approved suitable applicants

Programme 5 – Gaming Monitoring and Control and Programme 6 – Betting Monitoring and Control			
Revised Strategic Objective	Previous Strategic Objective		Explanation
SO 5.1: Ensure completeness of gambling taxes payable to the Provincial Revenue Fund	5.1.1	Provide assurance of accurate and timely payment of taxes by Gaming licensees.	The wording of the strategic objective was changed to include both the gaming and betting sector, namely the gambling industry which is applicable to Programme 5 and Programme 6.
	6.1	Provide assurance of accurate and timely payment of taxes by Betting licensees.	
	Revised Strategic Plan Target		Revised Strategic Objective Indicator

	5.1.1	24 Gaming Tax Compliance Reports 24 Betting Tax Compliance Reports	5.1.1	Number of monthly Gambling Tax Compliance Reports
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Revised Strategic Objective	Previous Strategic Objective		Explanation	
SO 5.2: Maintain regulatory and technical compliance in the gambling industry	5.1.2	Enforce compliance of applicable legislation by the Gaming industry.	A consolidation of operational objectives was required to define a high level strategic objective which is applicable to Programme 5 and Programme 6.	
	5.1.3	Monitor adherence to bid commitments (including B-BBEE) and licence conditions by Gaming licensees.		
	5.1.4	Ensure operational change requests are processed and evaluated as required in terms of legislation.		
	5.2.1	Ensure gaming equipment operates in compliance with legislation and SA National Standards 1718 (Casino, LPM and Bingo industry).		
	5.2.2	Ensure regulatory and technical compliance of gaming sites and gaming equipment through inspections and certifications.		
	5.2.3	Ensure gaming operational change requests are processed and evaluated as required in terms of legislation.		
	6.2	Enforce regulatory compliance of applicable legislation by the Betting industry.		
	6.3	Monitor adherence to bid commitments (including B-BBEE) and licence conditions by Betting licensees		
	6.4	Ensure applications for wagering software are processed and evaluated as required in terms of legislation.		
	Revised Strategic Plan Target			
5.2.1	2 Annual Gaming Regulatory Compliance Monitoring Plans for Gaming Industry 2 Annual Betting Regulatory Compliance Monitoring Plans for Betting Industry	5.2.1	Number of annual Regulatory Compliance Monitoring Plans	
5.2.2	100% of new compliant gaming operations certified	5.2.2	Percentage of new compliant gaming operations certified against licensee compliance reports	

Programme 5 – Gaming Monitoring and Control and Programme 6 – Betting Monitoring and Control						
Revised Strategic Objective	Previous Strategic Objective		Explanation			
SO 5.3: Protect the interests of the public within the gambling industry	5.2.4 / 6.5	Ensure protection of the interests of the public as required in the KZN Gaming and Betting Act	The wording of the strategic objective was changed to be more concise and is applicable to Programme 5 and Programme 6.			
	Revised Strategic Plan Target				Revised Strategic Objective Indicator	
	5.3.1	100% of disputes / complaints lodged are investigated and outcomes determined			5.3.1	Percentage of outcomes determined in respect of lodged disputes / complaints
	5.3.2	100% of reported illegal gambling activities handed over to SAPS for investigation	5.3.2	Percentage of reported illegal gambling activities handed over to SAPS for investigation		

3. Revised Strategic Objectives Links to Strategic Plan and Strategic Outcome Oriented Goals

3.1 The entity's strategic outcome oriented goals remain the same:

1	Execution of the Board's Statutory Mandate	To ensure the Board executes its mandate through implementation of gambling policy, legislation and directives issued by the Provincial Government.
2	Deliver source of revenue for Provincial Government and ensure accurate and timely revenue collection for the Province	To deliver a source of revenue for the Provincial Government and ensure revenue collections (fees and taxes) payable in terms of Section 77 of the KZN Gaming and Betting Act and the KZN Gaming and Betting Tax Act, are verified and paid timeously to the Province.
3	Effective regulation of the Industry through enforcement of applicable legislation	The Board will through regulation of the industry, ensure compliance by the gambling industry thereby limiting potential negative impact on society and promoting the integrity of the gambling industry.
4	Protect the interests of the Public by ensuring a properly regulated gambling industry	To protect the interests of the Public through responsible rolling out of gambling activities, introducing initiatives to reduce illegal gambling, and to ensure licensees apply responsible gambling measures.
5	Promote industry transformation in line with B-BBEE legislative requirements	To promote industry transformation and Black Economic Empowerment through the participation and ownership of historically disadvantaged persons in the horseracing and betting industry and the gaming industry.
6	Promote socio-economic development and create employment opportunities within the Province	To ensure that the gambling industry promotes employment and economic and social development in the Province through licence conditions in accordance with Section 53 of the National Gambling Act, Section 6 of the KZN Gaming and Betting Act and Regulation 3 of the KZN Gaming and Betting Regulations.
7	Ensure administrative and financial management of the Board as required in the Act	To maintain a culture of high performance through the provision of effective administrative and financial management and support in accordance with Section 24 of the KZN Gaming and Betting Act.

3.2 The table below depicts the links between the entity's strategic goals, strategic objectives, strategic objective indicators and performance indicators.

Strategic Objective / Strategic Goal	Strategic Objective Indicator			Performance Indicator	Programme/Sub-Programme
<p>SO 1.1: Provide strategic leadership and management to ensure responsive, accountable, and efficient administration and operations</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	1.1.1	Unqualified audit findings in respect of performance information each year	1.1.1.1 1.1.1.2 1.1.1.3	Approved 2019/20 Annual Performance Plan by 1 April Number of Quarterly Performance Reports against APP targets Annual Performance Report submitted to Auditor-General by due date	Sub-Programme 1.1 – Office of the CEO
<p>SO 1.2: Promote economic value, social development and transformation within the gambling industry</p> <p>Strategic Goal 5: Promote industry transformation in line with B-BBEE requirements</p> <p>Strategic Goal 6: Promote socio-economic development and create employment opportunities within the Province</p>	1.2.1	Number of revised Transformation Strategy Implementation Plans by due dates	1.2.1.1	Number of quarterly Transformation Strategy Implementation Reports	Sub-Programme 1.1 – Office of the CEO
<p>SO 1.3: Provide governance, risk and compliance management services to ensure a sound internal control environment</p> <p>Strategic Goal 1: Execution of the Board's Mandate</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	1.3.1 1.3.2 1.3.3 1.3.4	Number of Board/Board Committee meetings supported Number of Strategic Risk Management Plans produced within timeframe Number of Fraud Susceptibility Assessment Reports produced within timeframe Compliance Awareness Training Programme developed by XXX	1.3.1.1 1.3.1.2 1.3.2.1 1.3.3.1 1.3.4.1	Number of Resolutions Registers updated within 10 working days of Board/Board Committee meetings Number of quarterly Board Resolutions Status Reports Annual Strategic Risk Register produced by 30 September 2018 Number of Prevention of Fraud and Corruption training sessions Number of Compliance Awareness training sessions	Sub-Programme 1.2 – Governance, Risk and Compliance
<p>SO 1.4: Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the gambling industry</p> <p>Strategic Goal 1: Execution of the Board's Mandate</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	1.4.1 1.4.2	Number of Legal Reports appraising Board of Legal matters managed Percentage of identified licensee/registrant contraventions processed	1.4.1.1 1.4.1.2 1.4.1.3 1.4.2.1 1.4.2.2	Percentage of legal opinions/advice furnished to Board and management within 21 days of request Percentage of proposals for amendments to National and Provincial legislation submitted within prescribed timeframe Percentage of existing licence conditions reviewed annually Percentage of charge sheets/warning letters issued to licensees within prescribed timeframes Percentage of Section 87 Enquiries findings communicated to licensees/registrants within prescribed timeframe	Sub-Programme 1.3 – Legal Services
<p>SO 1.5: Provide human resource management services to ensure that appropriately skilled human resources are in place</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	1.5.1	Number of revised HR Strategy Implementation Plans by due dates	1.5.1.1 1.5.1.2 1.5.1.3 1.5.1.4	Number of quarterly HR Strategy Implementation Reports submitted to HRR Committee Average percentage of vacant funded posts Percentage of Annual Declarations of Financial or Other Interests by staff of the Board Percentage targets of Workplace Skills Plan achieved	Sub-Programme 1.4 – Human Resources

Strategic Objective / Strategic Goal	Strategic Objective Indicator			Performance Indicator	Programme/Sub-Programme
<p>SO 1.6: Provide communication and stakeholder engagement services to promote internal and external communications</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	1.6.1	Number of revised Communications Strategy Implementation Plans by due dates	1.6.1.1 1.6.1.2 1.6.1.3	Number of quarterly Communications Strategy Implementation Reports submitted to CEO Number of public awareness campaigns facilitated Number of KZNGBB stakeholder engagements facilitated/undertaken	Sub-Programme 1.5 – Communications
<p>SO 2.1: Provide effective, efficient and transparent financial management services to the entity</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	2.1.1	Unqualified audit finding in respect of financial information	2.1.1.1 2.1.1.2 2.1.1.3 2.1.1.4	Number of quarterly financial reports submitted within 1 month of reporting period Percentage of compliant invoices settled within 30 days Approved budget submitted to KZN Treasury by 31 March 2019 Annual Report for preceding year submitted to the MEC, KZN Treasury and the Auditor-General	Programme 2 – Finance
<p>SO 3.1: Provide efficient Information and Communication Technology management services</p> <p>Strategic Goal 7: Ensure administrative and financial management of the Board as required in the Act.</p>	3.1.1	Number of revised ICT Strategy Implementation Plans by due dates	3.1.1.1	Number of quarterly ICT Strategy Implementation Reports submitted to IT Steering Committee	Programme 3 – Information and Communication Technology
<p>SO 4.1: Licencing and registration of approved suitable applicants</p> <p>Strategic Goal 1: Execution of the Board's mandate</p>	4.1.1	Percentage of corporate licence and certificates of registration issued to approved suitable applicants	4.1.1.1 4.1.1.2 4.1.1.3 4.1.1.4 4.1.1.5 4.1.1.6	Percentage of corporate licence and registration applications processed within prescribed timeframes Percentage of applications for employee registrations processed within prescribed timeframes Percentage of corporate licences and certificates of registration issued within prescribed timeframes Percentage of certificates of registration for employees issued within prescribed timeframes Percentage of renewed licences/certificates issued within prescribed timeframes Percentage of corporate licences and registrations probed for B-BBEE, transformation, socio-economic development commitments	Programme 4 – Licensing and Registration (Sub-Programme 4.1 reports on betting industry and Sub-Programme 4.2 on gaming industry)
<p>SO 5.1: Ensure completeness of gambling taxes payable to the Provincial Revenue Fund</p> <p>Strategic Goal 2: Deliver source of revenue for Provincial Government and ensure accurate and timely revenue collection for the Province</p>	5.1.1	Number of monthly Gambling Tax Compliance Reports	5.1.1.1	Percentage of monthly gambling tax verification reports compiled on operational licensees	Programme 5 - Gaming Monitoring and Control Programme 6 – Betting Monitoring and Control (Programme 5 reports on tax verification reports for gaming industry and Programme 6 for betting industry)

Strategic Objective / Strategic Goal	Strategic Objective Indicator			Performance Indicator	Programme/Sub-Programme
<p>SO 5.2: Maintain regulatory and technical compliance in the gambling industry</p> <p>Strategic Goal 3: Effective regulation of the industry through enforcement of applicable legislation</p>	5.2.1	Number of annual Regulatory Compliance Monitoring Plans	5.2.1.1 5.2.1.2	Number of compliance inspection checklists Percentage of change requests/applications processed within prescribed timeframe Number of transformation monitoring reports Percentage of new compliant gaming sites and gaming machines certified within prescribed timeframe	Programme 5 - Gaming Monitoring and Control Programme 6 – Betting Monitoring and Control (Programme 5 reports on gaming industry and Programme 6 reports on betting industry)
<p>SO 5.3: Protect the interests of the public within the gambling industry</p> <p>Strategic Goal 4: Protect the interests of the public by ensuring a properly regulated gambling industry</p>	5.3.1	Percentage of outcomes determined in respect of lodged disputes / complaints	5.3.1.1	Percentage of disputes / complaints investigated within prescribed timeframe	Sub-Programme 5.2 - Gaming Control and Programme 6 – Betting Monitoring and Control
	5.3.2	Percentage of reported illegal gambling activities handed over to SAPS for investigation	5.3.2	Number of illegal gambling reports	Programme 6 – Betting Monitoring and Control

4. Revised Strategic Objectives Indicators

SO 1.1	Provide strategic leadership and management to ensure responsive, accountable, and efficient administration and operations
SO Indicator Number	1.1.1
SO Indicator title	Unqualified audit findings in respect of performance information
Short definition	Audit findings in respect of performance information will reflect the entity's compliance with applicable legislation pertaining to performance information management and reporting thereon.
Purpose/importance	The indicator measures the entity's level of compliance with National Treasury's Framework for Strategic Plans and Annual Plans and accurate and reliable reporting of performance information.
Source/collection of data	Annual Performance report; Auditor-General Report with outcome of audit.
Method of calculation	Findings of Auditor General in the Annual Report in respect of performance information will determine the achievement of target / audit opinion in respect of 2017/18 and 2018/19 financial years.
Data limitations	Reliance on Programme Managers for compliance; inaccurate or unreliable results reported.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of Annual Report/Auditor-General Report with findings of audit outcomes on performance against pre-determined objectives for 2017/18 and 2018/19 financial years.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Accurate reporting of performance information by Programme Managers to ensure attainment of target.
Indicator responsibility	Chief Executive Officer.

SO 1.2	Promote economic value, social development and transformation within the gambling industry
SO Indicator Number	1.2.1
Indicator title	Number of revised Transformation Strategy Implementation Plans
Short definition	Transformation Strategy Implementation Plan reviewed, revised and updated each year.
Purpose/importance	The indicator ensures that the strategy and plan remains relevant to the Board and responsible MEC's directives in respect of transformation. Opportunities must be promoted, and ownership stakes increased within the gambling sector for persons contemplated in the definition of "broad-based black economic empowerment" in the B-BBEE Act.
Source/collection of data	Existing Transformation Strategy reviewed; Implementation Plan revised using tracked changes; and Strategy Implementation Plan dated before 30 September each year for submission to Board for approval.
Method of calculation	A count of the number of Transformation Strategy Implementation Plans revised by due dates (30 Sept 2018 and 30 Sept 2019). Verification that 2 revised Annual Transformation Strategy Implementation Plans (dated by 30 September 2018 and 30 September 2019) were submitted to Board for approval- the Board Agendas will provide proof of submission.
Data limitations	None.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of Revised Transformation Strategy Implementation Plans and Board Agendas.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Annual revision of Transformation Strategy Implementation Plan will ensure alignment with strategy and transformation progress within the gambling industry.
Indicator responsibility	Chief Executive Officer.

SO 1.3	Provide governance, risk and compliance management service to ensure a sound internal control environment
SO Indicator Number	1.3.1
Indicator title	Number of Board/Board Committee meetings supported
Short definition	Board/ Board Committee meetings are supported through the provision of administrative services, logistical arrangements and secretariat services. Finalising the agenda, recording minutes and the Board/Board Committee resolutions registers are key documents for these meetings in terms of support requirements.
Purpose/importance	Board and Board Committee meetings is a core responsibility of the Board and are mandated in the KZN Gaming and Betting Act.
Source/collection of data	Agendas, minutes of meetings and Resolutions Registers.
Method of calculation	A count of each Board and/or Board Committee meetings held each quarter using the Annual Board/Board Committee Calendar, Agendas/Minutes of meetings as proof. These meetings are defined as Board, HRR, LRMCC, Audit, Finance, Public Hearings, Betting Disputes, and Section 87 Hearings.
Data limitations	None.
Type of Indicator	Strategic objective output.

Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of Agenda/Minutes of Board and Board Committee meetings.
New Indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new indicators were required.
Desired performance	Management feedback circulated within 2 days of Board/Board Committee meetings. Services in the form of notices and agendas of scheduled meetings circulated X days in advance; Minutes of meetings prepared within 7 working days of meetings; relevant Resolutions Registers updated within 10 working days of meeting; and quarterly Resolution Register Status Report sent to CEO.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance

SO 1.3	Provide governance, risk and compliance management service to ensure a sound internal control environment
SO Indicator Number	1.3.2
Indicator title	Number of Strategic Risk Management Plans
Short definition	A Strategic Risk Management Plan is developed annually by XXX each year which identifies activities to be undertaken by GRC to facilitate the implementation of risk management within the entity.
Purpose/importance	Annual Strategic Risk Management Plans are developed to reflect how strategic risk is being addressed and monitored by the unit. This indicator is important as ensures a proactive approach to risk management and details implementation of risk management.
Source/collection of data	The entity's Strategic Plan, internal and external audit reports are reviewed; existing and emerging risks of the entity are identified through conducting risk assessments; strategic risk management plan is prepared and submitted for inclusion on Audit Committee Agenda and is stored electronically.
Method of calculation	A count of the number of signed Annual Strategic Risk Management Plans produced within prescribed timeframe i.e. (2018/19 and 2019/20).
Data limitations	The timely finalisation of strategic and annual performance plans and lack of input from responsible programme managers.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of signed and dated Annual Strategic Risk Management Plans.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Developing annual Strategic Risk Management Plans will ensure that plans are in place to manage and mitigate entity risks.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

SO 1.3	Provide governance, risk and compliance management service to ensure a sound internal control environment
SO Indicator Number	1.3.3
Indicator title	Number of Fraud Susceptibility Assessments Reports
Short definition	Annual assessment of entity's fraud susceptibility is undertaken within prescribed timeframe (by 31 March each year) and reported in line with the entity's Fraud Prevention Plan.
Purpose/importance	To ensure that the entity has processes in place to detect and address potential fraud.
Source/collection of data	Fraud Prevention Plan; Fraud Susceptibility Assessment Reports; tabled at Manco and Audit Committee; Agendas.
Method of calculation	A count of the number of Fraud Susceptibility Assessment Reports prepared within timeframe (by 31 March 2019 and 31 March 2020) that were submitted to Manco and Audit Committee. Verification that Fraud Susceptibility Assessment Reports (dated by 31 March 2019 and 31 March 2020) were submitted to Manco and Audit Committees – Manco and Audit Committee Agendas will provide proof of submissions.
Data limitations	None.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of Annual Fraud Susceptibility Assessment Reports; and Agendas / Minutes of Manco and Audit Committee meetings.
New indicator	New.
Desired performance	Actual performance as per target will ensure that the entity's fraud susceptibility has been assessed and reported on annually.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

SO 1.3	Provide governance, risk and compliance management service to ensure a sound internal control environment
SO Indicator Number	1.3.4
Indicator title	Compliance Awareness Training Programme
Short definition	Compliance Awareness Training Programme developed for implementation to staff by XXXXX.

Purpose/importance	A Compliance Awareness Training Programme will ensure that legislative compliance management will be integrated into the entity and staff will become aware of compliance vulnerabilities and risks.
Source/collection of data	Research material relating to compliance requirements with applicable legislation; training material/programme developed for implementation; final Compliance Awareness Programme filed and stored electronically.
Method of calculation	Verify the existence of a Compliance Awareness Training Programme dated by xxxx.
Data limitations	None.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of dated Compliance Awareness Training Programme material.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Compliance Awareness Training Programme developed in 2018/19 to allow the facilitation of staff training.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

SO 1.4	Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the industry
SO Indicator Number	1.4.1
Indicator title	Number of Legal Reports
Short definition	Legal Reports are prepared for the Board appraising Board of Legal matters managed by the unit. This includes all litigious matters launched by or against the entity that are managed by Legal Services on behalf of the Board, well as legal opinions provided to management of the Board, or legislative amendments.
Purpose/importance	The indicator ensures that litigation launched by or against the entity and other legal matters are managed by the unit and that the Board is kept apprised of status of legal matters through producing legal reports which are tabled at formal Board meetings.
Source/collection of data	Litigation and legal opinions correspondence; legal reports are prepared depicting the status of every litigation matter being managed by the unit on behalf of the Board; Board Agenda reflecting Legal Status Report; and Minutes of Board meetings where report is considered. Legal Reports and copy of Board Agenda filed and stored electronically.
Method of calculation	A count of the number of Legal Reports prepared and included on Board meeting Agendas.
Data limitations	None.
Type of indicator	Strategic objective output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of signed Legal Reports; and copies of Board Agendas.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Legal Reports prepared for each formal Board meeting.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor.

SO 1.4	Provide legal advisory services to manage entity's legal risks, exposure and licensee/registrant's discipline within the industry
SO Indicator number	1.4.2
Indicator title	Percentage of identified licensee/registrant contraventions processed
Short definition	Findings of non-compliance by gambling licensees and registrants identified by Gaming Monitoring and Control and Betting Monitoring and Control are processed by Legal Services.
Purpose/importance	To ensure that instances of non-compliance are processed; it ensures compliance with legislation, and that licensees/registrants are appropriately disciplined in the event of contraventions. Enforcing compliance, maintains the integrity of the industry.
Source/collection of data	Non-Compliance/inspection reports sent to Legal; Legal considers and determines whether or not a contravention exists; Legal prepares a letter of contravention for licensee signed off by CEO or a letter indicating no contravention to respective unit; correspondence filed and stored electronically. A Register of non-compliance findings reported and determined maintained by Legal Services.
Method of calculation	The number of reports of non-compliance submitted by Gaming Monitoring and Control/Betting Monitoring and Control units and determined by Legal divided by the number of reports of non-compliance submitted by Gaming Monitoring and Control and Betting Monitoring Control units, and reflected as a percentage. The register can be used to verify the numbers.
Data limitations	Register and documentation not properly stored.
Type of indicator	Strategic objective output
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Reports of non-compliance/inspection reports; signed letters of contravention to licensees; and letters to unit indicating no contravention; Register of Reported Non-Compliance.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.

Desired performance	Actual performance as per target will ensure that appropriate disciplinary action is taken against licensees/registrants where contraventions have been determined.
Indicator responsibility	Sub-Programme Manager: Chief Legal Advisor

SO 1.5	Provide human resource management services to ensure that appropriately skilled human resources are in place.
SO Indicator number	1.5.1
Indicator title	Number of revised HR Strategy Implementation Plans
Short definition	HR Strategy and Implementation Plan reviewed and updated by due dates of 31 March.
Purpose/importance	The indicator ensures that the HR strategy and implementation plan remains relevant to the Board's operations and human resources needs, and implementation targets for the following year are set.
Source/collection of data	Existing HR Strategy reviewed; Implementation Plan revised using tracked changes; and HR Strategy Implementation Plan dated before 31 March each year for submission to Board/Board Committee for approval.
Method of calculation	A count of the number of HR Strategy Implementation Plans revised by due dates (31 March 2019 and 31 March 2020) Verification that revised HR Strategy Implementation Plans (dated by 31 March 2019 and 31 March 2020) were submitted to Board/Board Committee for approval– the Board/Board Committee Agendas will provide proof of submission.
Data limitations	Lack of tracked changes to prove revision took place within the prescribed timeframe of 31 March.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of signed and dated HR Strategy Implementation Plans; and Board/Board Committee Agendas.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Annual revision of HR Strategy Implementation Plan will ensure alignment with strategy and successful implementation thereof.
Indicator responsibility	Sub-Programme Manager: Human Resources

SO 1.6	Provide communication and stakeholder engagement services to promote internal and external communications
SO Indicator number	1.6.1
Indicator title	Number of revised Communications Strategy Implementation Plans
Short definition	Communications Strategy and Implementation Plan reviewed and updated by due dates of 31 March.
Purpose/importance	The indicator ensures that the Communications Strategy remains relevant to the Board's communications needs (media and stakeholder management to promote the work of the entity; to develop appreciation and knowledge for the horseracing industry amongst communities; and create public awareness in respect of illegal and responsible gambling) and that targets are set for the implementation thereof.
Source/collection of data	Existing Communications Strategy reviewed; Implementation Plan revised using tracked changes; and Communication Strategy Implementation Plan dated before 31 March each year for submission to Board/Board Committee for approval.
Method of calculation	A count of the number of Communication Strategy Implementation Plans revised by due dates (31 March 2019 and 31 March 2020). Verification that 2 revised Communication Strategy Implementation Plans (dated by 31 March 2019 and 31 March 2020) were submitted to Board for approval– the Board Agendas will provide proof.
Data limitations	Lack of tracked changes to prove revision took place within the prescribed timeframe of 31 March.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of signed and dated Communications Strategy Implementation Plan and Board Agendas.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Annual revision of Communications Strategy Implementation Plan will ensure alignment with strategy and successful implementation thereof.
Indicator responsibility	Sub-Programme Manager: Communications.

SO 2.1	Provide effective, efficient and transparent financial management services to the entity
SO Indicator number	2.1.1
Indicator title	Unqualified audit finding in respect of financial information
Short definition	To obtain an unqualified audit opinion from the Auditor-General on the Financial Statements for the 2017/18 financial year.
Purpose/importance	The indicator intends to measure the level of compliance by the Finance Unit with relevant prescripts and GRAP standards (Financial Reporting aspects) which if implemented ensures an unqualified audit.
Source/collection of data	Auditor-General Report / Management Report.
Method of calculation	Findings of Auditor-General will determine the achievement of target / Audit opinion.
Data limitations	Reliant on other divisions for compliance.
Type of indicator	Outcome.

Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of Auditor-General Report / Management Report with findings of audit outcomes on financial information.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Actual performance as per target ensures that effective, efficient and transparent systems of financial management and internal controls in line with statutory/regulatory requirements are implemented.
Indicator responsibility	Programme Manager - Chief Financial Officer.

SO 3.1	Provide efficient Information and Communication Technology management services
SO Indicator number	3.1.1
Indicator title	Number of revised ICT Strategy Implementation Plans
Short definition	The indicator ensures that the ICT strategy and implementation plan remains relevant to the Board's business strategy, and targets for the year are set.
Purpose/importance	The indicator ensures that the ICT Strategy and implementation plan remains relevant to the Board's needs the review of the existing ICT Strategy and Implementation Plan within the prescribed timeframe of 31 March to ensure that fully functional and secure ICT systems are aligned with business strategy.
Source/collection of data	Existing ICT Strategy reviewed; Implementation Plan revised using tracked changes; and ICT Strategy Implementation Plan dated before 31 March each year for submission to IT Steering Committee for approval.
Method of calculation	A count of the number of ICT Strategy Implementation Plans revised by due dates (31 March 2019 and 31 March 2020) submitted to IT Steering Committee. Verification that 2 revised ICT Strategy Implementation Plans (dated by 31 March 2019 and 31 March 2020) were submitted to IT Steering Committee for approval– the IT Steering Committee Agendas will provide proof.
Data limitations	Lack of tracked changes to prove revision took place within the prescribed timeframe.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Signed and dated revised ICT Strategy and Implementation Plan / copy of IT Steering Committee Agenda.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Annual revision of ICT Strategy Implementation Plan will ensure alignment with strategy and successful implementation thereof.
Indicator responsibility	Programme Manager: ICT

SO 4.1	Licensing and registration of approved suitable applicants
SO Indicator number	4.1.1
Indicator title	Percentage of corporate licences and certificates of registration issued to approved suitable applicants
Short definition	Corporate Licences and Certificates of Registration are issued to applicants who have been probed and deemed fit and proper by the Board.
Purpose/importance	This indicator ensures compliance with licensing and registration requirements of the KZN Gaming and Betting Act; and ensures that only applicants considered fit and proper are issued with licences and certificates of registration. This maintains the integrity of the industry and seeks to limit potential negative impact on society.
Source/collection of data	Primary Sources: 1. Manual Process: Investigations Diary content with proof of assignment date and the due date and the applicant's name. Copy of the final report page with the HOD's signature and the date thereof. 2. GROU Online Process: Spreadsheet with the dates of Receipt and/or Assignment and Dates of Approval of Report by the HOD and the last page of the Final Investigation Report with the HOD's Signature. Secondary Sources: Manual Process & GROU Online Processes: Investigation Costs letter and Proof of payment receipt date; Duly approved authority to pause calculation of days; Letter requesting outstanding information/documents with proof of receipt date thereof; Register of Applications: Application Form.
Method of calculation	A count of the number of corporate licences and registration certificates issued divided by the number of applicants probed and found to be suitable; and reflected as a percentage.
Data limitations	Lack of accurate recording of dates of various stages of processing; application documentation not properly maintained or recorded; delays between the letter advising an applicant to pay investigation costs deposit and the receipt of proof of payment and lack of co-operation by applicants to submit outstanding information/documents. Delays in receiving spreadsheets from IT and Developers which may lead into inaccurate information and late submissions.
Type of indicator	Strategic objective output
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.

Portfolio of Evidence	GROP Report of Licence and Corporate Registration applications received; and copies of Investigation Reports.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	100% of licence and corporate certificates of registration applicants probed to ensure that they are fit and proper.
Indicator responsibility	Sub-Programme Managers: L&Reg Gaming / L&Reg Betting Programme Manager: Licensing and Registration

SO 5.1	Ensure the completeness of gambling taxes payable to the Provincial Revenue Fund
SO Indicator Number	5.1.1
Strategic Indicator title	Number of monthly Gambling Tax Compliance Reports
Short definition	Monthly gambling tax compliance reports are compiled in respect of the gaming and betting industries payable to the Province by gambling licensees and submitted to the CEO.
Purpose/importance	Ensure compliance with the KZN Gaming and Betting Tax Act by gambling licensees and to provide assurance that all operational gambling licensees are paying the correct gambling taxes as prescribed in the KZN Gaming and Betting Tax Act.
Source/collection of data	Monthly Tax Compliance Reports prepared by relevant unit consolidating all declared and verified taxes payable using tax verification reports or tax stats database; Tax Compliance Report submitted to CEO for approval; and monthly reports electronically stored.
Method of calculation	Programme 5: Gaming Monitoring and Control: A count of the number of monthly Tax Compliance Reports in respect of gaming taxes submitted to CEO by Senior Manager / Manager Programme 6: Betting Monitoring and Control: A count of the number of monthly Tax Compliance Reports in respect of betting taxes submitted to CEO by Senior Manager / Manager
Data limitations	Investigations into exceptions identified; delays in submission of tax returns by licensees; and technical system failures.
Type of objective	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Signed Monthly Gaming Tax Compliance Reports and monthly Betting Tax Compliance Reports.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new indicators were required.
Desired performance	Prepare monthly Tax Compliance Reports confirming accuracy of gaming and betting taxes payable to the Province.
Objective responsibility	Sub-Programme Manager – Monitoring and Gaming Audit / Betting Monitoring and Control. Programme Manager: Senior Manager – Gaming Monitoring and Control / Betting Monitoring and Control.

SO 5.2	Maintain regulatory and technical compliance in the gambling industry
SO Indicator number	5.2.1
Indicator title	Number of annual Regulatory Compliance Monitoring Plans
Short definition	Annual regulatory compliance plans are developed for both the gaming and betting industries to maintain compliance of applicable legislation by gaming and betting licensees.
Purpose/importance	To ensure that compliance audits/inspections are planned to be undertaken to fulfil the Board's mandate in respect of the KZN Gaming and Betting Act to ensure technical and regulatory compliance thereby limiting the potential negative impact on society and promoting the integrity of the gambling industry.
Source/collection of data	Approved budget, available human resources, approved gaming / betting licensees, and outcomes of previous investigations/audits are considered and a Regulatory Compliance Monitoring Plan is compiled by both Gaming Monitoring and Control and Betting Monitoring and Control units at the start of each financial year.
Method of calculation	Programme 5 Gaming Monitoring and Control - A count of the number of annual Gaming Regulatory Compliance Monitoring Plans prepared for the gaming industry by 31 March 2019 and 2020. Programme 6 Betting Monitoring and Control - A count of the number of annual Betting Regulatory Compliance Monitoring Plans prepared for the betting industry by 31 March 2019 and 2020. Verification that each year an Annual Regulatory Compliance Plan was signed off by Programme Managers: Gaming Monitoring and Control and Betting Monitoring and Control by 31 March for the two industries for implementation by each unit.
Data limitations	Unavailability of budget and human resources.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of dated Annual Gaming Regulatory Compliance Plans and dated annual Betting Regulatory Compliance Plans.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	Regulatory Compliance Plans compiled each year before the start of the next financial year in respect of the gaming and betting industries to ensure planned inspections are carried out and monitoring reports compiled.

Indicator responsibility	Sub-Programme Managers – Monitoring and Gaming Audit / Betting Monitoring and Control. Programme Manager: Senior Managers – Gaming Monitoring and Control / Betting Monitoring and Control.
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SO 5.2	Maintain regulatory and technical compliance in the gambling industry
SO Indicator number	5.2.2
Indicator title	Percentage of new compliant gaming operations certified against licensee compliance reports
Short definition	New gaming sites are evaluated and gaming equipment tested and if approved as compliant, gaming sites and equipment are certified by the Board.
Purpose/importance	To protect or enhance the credibility and integrity of new gaming operations authorised under the KZN Gaming and Betting Act through ensuring regulatory and technical compliance of gaming sites and equipment used in the Province.
Source/collection of data	Registration documents; site compliance reports submitted by licensees; and KZNGBB approvals granted by CEO or delegated authority; and stored electronically.
Method of calculation	A count of new compliant gaming sites and equipment certified divided by a count of the number of approvals of gaming sites and equipment granted by the CEO or delegated authority and reflected as a percentage.
Data limitations	Lack of proper recording and storage of approvals and certifications of new gaming sites and equipment.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	GROP record of approvals for certifications of gaming sites and equipment.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	100% of approved new gaming sites and equipment certified for operational compliance.
Indicator responsibility	Sub-Programme Manager – Gaming Control. Programme Manager: Senior Manager – Gaming Monitoring and Control.

SO 5.3	Protect the interests of the public within the gambling industry
SO Indicator number	5.3.1
Indicator title	Percentage of outcomes determined in respect of lodged disputes / complaints
Short definition	All disputes or complaints received by the Board must be tracked, investigated and outcomes determined.
Purpose/importance	This indicator ensures that disputes or complaints are tracked to ensure an outcome has been determined in respect of each one lodged with the Board. This ensures that public interests are protected and that the integrity of the industry is maintained.
Source/collection of data	Copy of dispute/complaint lodged by complainant; investigations documentation maintained by the Gaming Control and Betting Monitoring and Control units; Disputes / Complaints Register reflecting date of receipt of dispute or complaint and the date of determination of outcome of investigation is maintained by each unit; and register electronically stored.
Method of calculation	A count of the number of lodged disputes / complaints finalised (investigated and outcome determined), divided by the number of disputes / complaints lodged with the Board, and reflected as a percentage. The register and investigation documentation can be used to verify the respective numbers.
Data limitations	Lack of proper recording of disputes and complaints received and tracking in register.
Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Disputes / Complaints Register; copies of lodged correspondence; and investigation reports.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	100% of lodged disputes / complaints must be investigated and outcomes determined.
Indicator responsibility	Programme Managers: Betting Monitoring and Control / Gaming Monitoring and Control

SO 5.3	Protect the interests of the public within the gambling industry
SO Indicator number	5.3.2
Indicator title	Percentage of reported illegal gambling activities handed over to SAPS for investigation
Short definition	Illegal gambling activities that are reported to the Board and planned raids undertaken must be investigated or handed over to SAPS for further action.
Purpose/importance	This ensures that illegal gambling activities are being investigated and combated thereby ensuring that the public interests are safeguarded and that the integrity of the gambling industry is maintained.
Source/collection of data	Illegal gambling activities are reported either via Whistle-blower hotline or in writing; planned inspections are undertaken with other licensing authorities or SAPS; Register maintained recording illegal reports received and action taken.
Method of calculation	A count of the number of illegal gambling activities reported and illegal activities identified as a result of planned raids that are handed over to SAPS divided by the number of reported illegal gambling activities via Whistle-blower Hotline and/or number of illegal activities identified as a result of planned raids, and reflected as a percentage. Register can be used to validate reported numbers.
Data limitations	Lack of reported cases of illegal gambling.

Type of indicator	Strategic objective output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Whistle-blower Reports, Correspondence / emails received recorded in Register and copies of correspondence sent to SAPS.
New indicator	Yes - strategic objective indicators had previously been duplicated with APP performance indicators so new strategic indicators were required.
Desired performance	100% of reported or identified illegal activities are handed over to SAPS.
Indicator responsibility	Programme Manager: Betting Monitoring and Control.

ANNEXURE B - TECHNICAL INDICATOR DESCRIPTIONS

Performance Indicator Number	1.1.1.1
Indicator title	Approved 2019/20 Annual Performance Plan
Short definition	Annual Performance Plans must be developed in accordance with the National Treasury's Framework for Strategic Plans and Annual Performance Plans and approved by Board and Executive Authority by 1 April.
Purpose/importance	To provide strategic direction for the entity and promote accountability and good corporate governance. The indicator ensures that the entity's plans are developed within timeframes and in line with planning frameworks.
Source/collection of data	Annual Performance Plan aligned with Strategic Plan; APP submitted to Board and Executive Authority for approval; signed APP stored in PME filing system.
Method of calculation	Verification that the 2019/20 Annual Performance Plan was signed by the Chairperson of the Board and the Executive Authority prior to 31 March 2019.
Data limitations	Dependence on Programme Managers – late submission or delays in input from Board and Programme Managers; delays in provision of financial information; delays in facilitation of Strategic Planning Session; and proof of timely submission not recorded/filed.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of signed approved 2019/20 Annual Performance Plan (signed prior to 31 March 2019).
New indicator	Continues with minor change from submission of APP to approval of APP.
Desired performance	Actual performance as per target ensures that an approved APP is in place for the forthcoming financial year.
Indicator responsibility	Chief Executive Officer.

Performance Indicator number	1.1.1.2
Indicator title	Number of quarterly performance reports against APP targets
Short definition	Quarterly performance reports are prepared showing the performance of the entity against set targets in the Annual Performance plan.
Purpose/importance	The indicator ensures that progress in respect of performance against strategic objective and targets are reported to the Executive Authority as prescribed in terms of Treasury Regulations.
Source/collection of data	Quarterly performance reports are compiled by Programme Managers and results collated within the Office of the CEO; Quarterly performance reports are submitted to the Executive Authority; proof of submissions (email or letter) maintained; and performance reports filed in PME filing system.
Method of calculation	A count of the number of performance reports that were prepared for each quarter and submitted within prescribed timeframes i.e. Q1 before 31 July; Q2 before 31 October; Q3 before 31 January; and Q4 before 30 April. Verification of timely submission of quarterly performance reports through email or route form.
Data limitations	Inability of programme managers to provide valid performance information by due dates.
Type of indicator	Output.
Calculation type	Cumulative year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of Quarterly Performance Reports and emails/letters or route form as proof of timely submissions.
New indicator	Continues with minor change.
Desired performance	Actual performance as per target as it will ensure compliance with legislated reporting requirements.
Indicator responsibility	Chief Executive Officer.

Performance Indicator number	1.1.1.3
Indicator title	Timely submission of Annual Performance Report to Auditor-General
Short definition	Annual Performance Report reflecting performance against planned objectives and targets is prepared and submitted to Auditor-General within prescribed timeframe.
Purpose/importance	The indicator ensures that the entity's annual performance against pre-determined objectives is reported and audited.
Source/collection of data	Quarterly performance results reported quarterly are collated and an Annual Performance Report is prepared and submitted to the AG for auditing; proof of timely submissions is maintained; and APR is stored on PME filing system.
Method of calculation	Verification that the Annual Performance Report was prepared and submitted to the AG within the prescribed timeframe through email proof of submission.
Data limitations	Delays in collation of quarterly performance results could affect timely completion of APR; and proof of submissions not recorded/filed.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of Annual Performance Report and emailed proof of timely submission.
New indicator	Continues with minor change to wording.

Desired performance	Actual performance as per target as it will ensure compliance with AG's reporting requirements.
Indicator responsibility	Chief Executive Officer.

Performance Indicator number	1.2.1.1
Indicator title	Number of quarterly Transformation Strategy Implementation Reports
Short definition	Quarterly Transformation Implementation Reports are prepared to report progress against the Implementation Plan targets to Board.
Purpose/importance	The indicator ensures that the Board is kept apprised of the progress made in respect of the implementation of the Board's Transformation Strategy which seeks to promote transformation, socio-economic development; and employment opportunities within the gambling industry.
Source/collection of data	Transformation strategy implementation reports are compiled by the CEO and tabled quarterly at Board meetings. Copies of quarterly reports stored in CEO's PM filing system; copy of Board Agenda filed.
Method of calculation	A count of the number of signed quarterly Transformation Strategy Implementation Reports prepared and submitted to Secretariat for inclusion on the Board's Agenda. Verify proof of submission through review of Board Agenda.
Data limitations	Transformation statistics not reported in a timely manner could delay production of report.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of Transformation Strategy; Strategy Implementation plan and signed quarterly transformation strategy implementation reports; copies of Board Agendas.
New indicator	Continues.
Desired performance	Actual performance as per target ensures that the Board's transformation strategy is being implemented which aims to promote transformation in terms of the KZN Gaming and Betting Act and any directives issued by the responsible MEC.
Indicator responsibility	Chief Executive Officer.

Performance Indicator number	1.3.1.1
Indicator title	Number of Resolutions Registers updated
Short definition	Number of Resolutions Registers updated within 10 working days of Board and Board Committee meetings and circulated to....if applicable
Purpose/importance	The indicator ensures that all Board and Board Committee decisions are recorded in a Resolutions Register for the respective Board and/or Board Committee meeting and allows for timely implementation of Board decisions.
Source/collection of data	Minutes of meetings are prepared and Board / Board Committee decisions are recorded in the respective Board / Board Committee Resolutions Registers (registers maintained in respect of Board, Finance, HRR, Audit, Public Hearing, Betting Disputes, Section 87 Hearings meetings)
Method of calculation	A count of the number of Board / Board Committee Resolutions Registers updated within 10 days of Board and Board Committee meetings held. Verification that the updates were made within 10 days of scheduled meetings through proof of circulation to.....
Data limitations	Timely preparation of minutes of meetings.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of Board Resolutions Registers; and signed Quarterly Board / Board Committee Resolutions
New indicator	New.
Desired performance	Actual performance as per target will ensure that the Board's resolutions and decisions are tracked and carried out by management.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

Performance Indicator number	1.3.1.2
Indicator title	Number of quarterly Board Resolutions Status Reports
Short definition	Quarterly Board Resolutions Status Reports are produced to track implementation of resolutions.
Purpose/importance	This indicator ensures that the status of Board resolutions are tracked and reported to CEO on a quarterly basis to provide assurance that the Boards resolutions are being implemented by management.
Source/collection of data	Minutes of Meetings and Board Resolution Registers are maintained by Secretariat. Resolutions register is reviewed and a quarterly Board Resolutions Status Report is prepared to reflect the status of Board resolutions within one month of the end of the quarter i.e. to be resolved, pending or in progress and submitted to CEO and signed off by CEO; Resolutions Status Report stored electronically.
Method of calculation	A count of the number of quarterly Board Resolutions Status Reports signed off by the CEO within one month of the end of the quarter.
Data limitations	Delays in updating the status of implementation of resolutions.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of Board Resolutions Registers; and signed Quarterly Board Resolutions Status Reports.

New indicator	New.
Desired performance	Actual performance as per target will ensure that the Board's resolutions and decisions are tracked and carried out by management.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

Performance Indicator number	1.3.2.1
Indicator title	Annual Strategic Risk Register
Short definition	Annual Strategic Risk Register of identified strategic risks is developed by 30 September each year.
Purpose/importance	The indicator ensures that an annual risk assessment is conducted to identify potential strategic risks and governance weaknesses that might hamper achievement of entity objectives, to monitor adequacy of internal controls and to ensure compliance with applicable legislation; and a strategic risk register developed thereafter.
Source/collection of data	Strategic and annual performance plans and internal and external audits reviewed; strategic risk assessments undertaken to identify emerging risks; strategic risk register is prepared and submitted for inclusion on Manco Agenda; and stored electronically.
Method of calculation	Verification of the existence of a Strategic Risk Register dated by 30 September tabled at Manco (Manco Agenda could be used as proof).
Data limitations	The accuracy of risk assessments; and the timely determination of strategic objectives and annual performance plans.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copies of risk assessments; Strategic Risk Register and Manco Agenda/Minutes.
New indicator	New.
Desired performance	Actual performance as per target will ensure that enterprise risks are identified and strategic risk register developed.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

Performance Indicator number	1.3.3.1
Indicator title	Number of Prevention of Fraud and Corruption training sessions
Short definition	Training sessions in respect of Prevention of Fraud and Corruption facilitated for staff.
Purpose/importance	The indicator ensures that staff of the Board are made aware of the Board's Prevention of Fraud and Corruption initiatives and requirements.
Source/collection of data	Prevention of Fraud and Corruption Training material/programme; records of agendas and attendance registers are maintained and stored electronically.
Method of calculation	A count of the number of Fraud and Corruption training sessions that were facilitated for staff using the attendance registers as proof of facilitation.
Data limitations	Attendance registers not maintained.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Bi-annually.
Portfolio of Evidence	Copies of Training Agendas; Attendance Registers; and training material.
New indicator	New.
Desired performance	Actual performance as per target will ensure that awareness of the Board's Prevention of Fraud and Corruption initiatives is created.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

Performance Indicator number	1.3.4.1
Indicator title	Number of Compliance Awareness Training sessions
Short definition	Training sessions in respect of legislative compliance requirements facilitated for staff.
Purpose/importance	The indicator ensures that staff of the Board are made aware of the entity's legislative compliance vulnerabilities and risks.
Source/collection of data	Compliance Training material/programme; records of agenda and attendance registers maintained and stored electronically.
Method of calculation	A count of the number of Compliance Awareness training sessions that were facilitated for staff by using attendance registers as proof of facilitation.
Data limitations	Attendance registers not maintained.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Bi-annually.
Portfolio of Evidence	Copies of Training Agendas and Attendance Registers.
New indicator	New.
Desired performance	Actual performance as per target will ensure that staff awareness in respect of the Board's legislative compliance requirements is created.
Indicator responsibility	Sub-Programme Senior Manager – Head of Governance, Risk and Compliance.

Performance Indicator number	1.4.1.1
Indicator title	Percentage of legal opinions/advice provided to Board and management.
Short definition	The indicator measures the efficiency of the unit in furnishing legal opinions/advice to Board and management within prescribed timeframes.
Purpose/importance	The indicator intends to ensure efficiency in management of legal and risk exposure through the provision of legal opinions/advice to other components of the entity within a prescribed timeframe i.e. 100% of opinions/legal advice are provided within 21 working days of receipt of request for advice ensures efficient legal support to the Board and other Programmes/Sub-Programmes and minimising legal risk to the entity.
Source/collection of data	Requests for advice received from Board or divisions (resolutions or emails) are filed; internal memoranda of advice furnished to Board and/or divisions and filed; and a register of requests received and advice furnished is maintained by Legal Services to track turnaround times.
Method of calculation	Number of legal opinions/internal memoranda of advice furnished within 21 working days of the date of request for advice by the Board or Division divided by the number of requests for advice received, and reflected as a percentage.
Data limitations	Requests and advice furnished not properly recorded in register; and lack of proper filing of documentation.
Type of indicator	Output and efficiency.
Calculation type	Non-Cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of Register of dates of requests for legal advice received and advice furnished; copies of requests received and memorandum of advice.
New indicator	Continues.
Desired performance	Actual performance as per target ensures the timely management of legal risk and exposure.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor.

Performance Indicator number	1.4.1.2
Indicator title	Percentage of proposals for amendments to National and Provincial legislation submitted within prescribed timeframe
Short definition	The unit prepares submissions in respect of proposals for amendments to National and Provincial legislation within prescribed timeframes.
Purpose/importance	The indicator ensures effective regulation of the industry through the Board's timely input to proposals for amendments to relevant legislation which as a regulator, is of key importance.
Source/collection of data	Requests for submissions on amendments to applicable Provincial and National legislation are filed; submission to relevant party is prepared by Legal Services; proof of timely submission and register of submissions is maintained by Legal Services to track turnaround times.
Method of calculation	A count of the number of submissions in respect of amendments to applicable Provincial and National legislation within the stipulated timeframe divided by the number of submissions prepared, and reflected as a percentage. Register used to verify turnaround times.
Data limitations	Date of requests for submissions and date of submission forwarded not properly recorded in register; and lack of proper filing of documentation.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Register of submissions: copies of requests for submissions in respect of amendments to applicable Provincial and National legislation; copies of dated submissions; and proof of submissions.
New indicator	Continues.
Desired performance	Actual performance as per target ensures effective regulation of the industry through timely submissions of proposals to applicable legislation and norms and standards.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor.

Performance Indicator number	1.4.1.3
Indicator title	Percentage of existing licence conditions reviewed annually
Short definition	Existing licence conditions are required to be reviewed annually in terms of Section 53 (2) of the National Gambling Act.
Purpose/importance	The indicator ensures compliance with Section 53 (2) of the National Gambling Act. The annual review of existing licence conditions ensures the appropriate contribution by licensees to B-BBEE, combating the incidence of addictive and compulsive gambling and socio-economic development
Source/collection of data	Records of: existing licences; the proof of review of licence conditions; and correspondence reflecting imposition of further or different reasonable and justifiable conditions on the licence to the extent necessary to address matters of B-BBEE, combating the incidence of addictive and compulsive gambling and socio-economic development are maintained by Legal Services.
Method of calculation	The number of existing licence conditions reviewed to ensure the requisite conditions are imposed divided by the number of existing licences, and reflected as a percentage.
Data limitations	Lack of record of annual review of existing licence conditions and lack of proposed further licence conditions to address matters as required in terms of Section 53 of the National Gambling Act.

Type of indicator	Output.
Calculation type	Non-Cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of Register of existing licences with dates of reviews of licence conditions; and copies of licence conditions which were amended to comply with the requirements of the National Gambling Act.
New indicator	Continues.
Desired performance	Actual performance as per target ensures the entity's compliance with national legislation and that the entity ensures contributions to B-BBEE, combatting of addictive and compulsive gambling, employment, CSI and SED within the Province of KZN.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor

Performance Indicator number	1.4.2.1
Indicator title	Percentage of charge sheets/warning letters issued to licensees/registrants
Short definition	The indicator measures the efficiency of the unit in issuing charge sheets/warning letters to licensees/registrants within the prescribed timeframe of within 1 month of initiation by the Division.
Purpose/importance	The indicator intends to ensure efficiency in dealing with non-compliance by licensees in that 100% of charge sheets and/or warning letters must be issued within one month of initiation by Divisions, where applicable. It is important as it ensures efficient management of licensee discipline thereby ensuring effective regulation of the industry.
Source/collection of data	Record of documentation received from Divisions detailing the non-compliance incident; charge sheets/warning letters are prepared by Legal Services and dated within one month of initiation; register of non-compliance matters reported to Legal services and dates of issuing (preparing) charge sheets/warning letters is maintained by Legal Services to track turnaround times.
Method of calculation	Number of charge sheets/warning letters issued (prepared) in respect of non-compliance findings determined by Legal within 1 month of the date of initiation by the Division divided by the number of charge sheets/warning letters issued, and reflected as a percentage. Register used to verify turnaround times.
Data limitations	Dates of reports of non-compliance received and charge sheets/warning letters issued not properly recorded in register; and lack of proper filing of documentation.
Type of indicator	Output and efficiency.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of Register reflecting dates of non-compliance matters reported to Legal Services and dates that charge sheets/warning letters were issued; Copies of reports of non-compliance received from divisions (emails; memorandum); and charge sheets.
New indicator	Continues with minor change.
Desired performance	Actual performance as per target ensures efficient management of licensee discipline.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor.

Performance Indicator number	1.4.2.2
Indicator title	Percentage of Section 87 Enquiries findings communicated to licensees/registrants within prescribed timeframe
Short definition	The indicator measures the percentage of licensees/registrants who are notified of Section 87 Enquiries findings within a prescribed timeframe of 10 working days of Board decision.
Purpose/importance	Indicates the efficiency of the unit in ensuring that instances of non-compliance with any provision of the KZN Gaming and Betting Act, the KZN Gaming and Betting Tax Act or the Board rules by a licensee or person registered in accordance with section 65 and 66 of the Act, are dealt with expeditiously and the findings of Section 87 Enquiries are communicated to affected parties (licensees/registrants) within 10 working days of Board decision.
Source/collection of data	Documented matters of non-compliance are submitted to the Board by Legal Services; each Section 87 Enquiry held is logged in a register maintained by Legal Services and the date on which the findings of the enquiry are determined in terms of section 87 (2) of the Act, is recorded. Affected parties are notified of the outcome of the enquiry in writing within 10 working days of the Board's decision. The date of such notification is recorded in the register.
Method of calculation	Number of findings of Section 87 Enquiries communicated to affected licensees/registrants within 10 working days of the outcome of the enquiry divided by the number of Section 87 Enquiries decided upon, and reflected as a percentage (Register can be used to verify timeframes).
Data limitations	Dates of Section 87 Enquiry decisions and letters of notification not properly recorded in register; and lack of proper filing of notification letters to licensees/registrants.
Type of indicator	Output and efficiency.
Calculation type	Non-cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of Agendas and Minutes of Section 87 Enquiries; updated register of Section 87 Enquiries; and copies of letters of notification to affected licensees/registrants.
New indicator	New.
Desired performance	Actual performance as per target ensures effective regulation of the industry through attending to instances of non-compliance by licensees and registrants in an efficient manner.
Indicator responsibility	Sub-Programme Senior Manager – Chief Legal Advisor

Performance Indicator number	1.5.1.1
Indicator title	Number of quarterly HR Strategy Implementation Reports
Short definition	Quarterly HR Strategy Implementation Reports are prepared for HRR Committee to report progress against the Implementation Plan targets.
Purpose/importance	The indicator ensures that the progress made against implementation targets are reported quarterly to the HR Sub-Committee. This ensures that the implementation of the HR Strategy is being monitored and reported on.
Source/collection of data	HR Strategy and Implementation Plan documentation; quarterly reports compiled by HR Manager detailing the progress of strategy implementation against the plan; submitted to Secretariat for tabling at HRR Committee; quarterly reports and HR Committee Agendas are filed.
Method of calculation	A count of the number of quarterly signed HR Strategy Implementation Reports prepared and submitted to the HR Committee. HR Committee agenda can be used to verify.
Data limitations	HR Strategy Implementation progress is not reported against the plan; budgetary constraints.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Signed quarterly HR Strategy Implementation Reports; HR Committee Agendas.
New indicator	Yes.
Desired performance	Actual performance as per target will ensure the successful implementation of the HR strategy.
Indicator responsibility	Sub-Programme Manager: Human Resources

Performance Indicator number	1.5.1.2
Indicator title	Average percentage of vacant funded posts
Short definition	The indicator measures the average rate of funded vacancies in the entity each quarter.
Purpose/importance	The indicator intends to ensure that all funded vacancy posts are filled in a timely manner and that the vacancy rate is maintained at 10% or below.
Source/collection of data	Approval organisational structure and HR personnel database; vacant funded posts statistics schedule maintained by HR unit.
Method of calculation	A count of the number of vacant funded posts divided by the number of approved funded posts, and reflected as a percentage. The vacancy schedule can be used to verify the numbers.
Data limitations	Risk of delays in filling posts due to delays in receiving approval by responsible MEC on filling of vacant posts or in the probity process.
Type of indicator	Efficiency.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of organisational structure reflecting approved funded posts; copy of authorisation to fill vacant post; printout reflecting number of filled posts.
New indicator	Continues with minor change – target changed from 15% to 10% in line with Government's objectives.
Desired performance	Actual performance as per target ensures that a vacancy rate of 10% or less is maintained annually.
Indicator responsibility	Sub-Programme Manager - Human Resources Manager.

Performance Indicator number	1.5.1.3
Indicator title	Percentage of annual declarations of financial or other interests by staff of the Board
Short definition	Staff of the Board are requested to submit declarations of financial or other interests annually to HR.
Purpose/importance	The purpose of the annual declaration process is to ensure compliance with the KZN Gaming and Betting Act; and to have a mechanism in place to limit public servants from doing business with the state in line with outcome 12 of the MTSF.
Source/collection of data	HR requests staff via email to complete annual declarations of financial or other interests; completed declarations are submitted to HR and filed; declarations entered into a Declarations of Interest Register maintained by HR.
Method of calculation	A count of the number of signed annual declarations of financial or other interest forms submitted by staff to HR divided by the number of staff employed by the Board, and reflected as a percentage.
Data limitations	Staff of the Board do not submit forms to HR.
Type of indicator	Output.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of email requesting staff to complete declaration forms; and copies of declaration forms; Declarations of Interest Register.
New indicator	Yes.
Desired performance	Actual performance as per target promotes ethical behaviour in the public service.
Indicator responsibility	Sub-Programme Manager - Human Resources Manager.

Performance Indicator number	1.5.1.4
Indicator title	Percentage targets of Workplace Skills Plan achieved

Short definition	The indicator measures the percentage implementation of the Workplace Skills Plan.
Purpose/importance	The indicator intends to ensure that the implementation of the WSP is monitored and that identified skills gaps are addressed and that staff are appropriately skilled and competent to deliver on the mandate of the entity.
Source/collection of data	WSP is compiled and approved for implementation, training co-ordinated by HR and record of training attendances maintained by HR.
Method of calculation	A count of the number of WSP training targets achieved during the period divided by the total number of WSP targets for the period, and reflected as a percentage. Reports to HR Committee and proof of attendances can be used to verify the numbers reported.
Data limitations	Lack of appropriate training records maintained by HR; and unavailability of staff to attend planned training.
Type of indicator	Output.
Calculation type	Cumulative-quarter-to-date.
Reporting cycle	Quarterly.
Portfolio of Evidence	Approved WSP; HR Reports to HR Sub-Committee reflecting training against WSP/proof of attendances at training.
New indicator	New target to monitor implementation of WSP.
Desired performance	Actual performance as per target will ensure that skills gaps are addressed and that the entity has an appropriately skilled and competent workforce.
Indicator responsibility	Sub-Programme Manager - Human Resources Manager.

Performance Indicator number	1.6.1.1
Indicator title	Number of quarterly Communications Strategy Implementation Reports
Short definition	Quarterly Communication Strategy Implementation Reports are prepared for CEO to report progress against the Implementation Plan targets.
Purpose/Importance	The indicator ensures that the progress made against implementation targets are reported quarterly to the CEO. This ensures that the implementation of the Communications Strategy is being monitored and reported on.
Source/Collection of Data	Communications Strategy and Implementation Plan documentation; quarterly reports compiled by Communications Manager detailing the progress of strategy implementation against the plan; submitted to the CEO and filed.
Method of Calculation	A count of the number of quarterly signed Communications Strategy Implementation Reports prepared and submitted to the CEO.
Data Limitation	Communications Strategy Implementation progress is not reported against the plan; budgetary constraints.
Type of Indicator	Output.
Calculation	Non-cumulative.
Report Cycle	Quarterly.
New Indicator	Continues.
Desired performance	Actual performance as per target will ensure the successful implementation of the Communications strategy.
Indicator Responsibility	Sub-Programme Manager: Communications.

Performance Indicator number	1.6.1.2
Indicator title	Number of public awareness campaigns
Short definition	Public awareness campaigns are facilitated to create awareness around the work of the entity, knowledge of horseracing amongst previously disadvantaged communities, illegal gambling and responsible gambling.
Purpose/Importance	The facilitation of public awareness campaigns seek to: develop appreciation for and knowledge of horseracing amongst all communities, particularly those comprised of historically disadvantaged persons (Section 6 (e) of the KZN Gaming and Betting Act; create awareness around the work of the entity, transformation of the gambling industry; and responsible and illegal gambling.
Source/Collection of Data	Records of consultation and facilitation of awareness campaigns, media articles, recordings etc. are maintained by the Communications unit and awareness campaigns are reported on in the quarterly newsletters.
Method of Calculation	A count of the number of public awareness campaigns that are facilitated by the entity using the quarterly Communication reports to CEO and newsletters published.
Data Limitation	Lack of records maintained by Communications unit.
Type of Indicator	Output.
Calculation	Non-cumulative.
Report Cycle	Quarterly
New Indicator	Continues.
Desired performance	Actual performance as per target ensures the fulfilment of the Board's mandate in terms of S6 of the Act and that public awareness is created.
Indicator Responsibility	Sub-Programme Manager - Communications Manager.

Performance Indicator number	1.6.1.3
Indicator title	Number of KZNGBB stakeholder engagements
Short definition	A number of stakeholder engagements are facilitated/undertaken by the KZNGBB during the period in accordance with the Stakeholder Engagement Plan.
Purpose/importance	The indicator will reflect the number of engagements undertaken by the Board/CEO in accordance with the target of 20 stakeholder engagements. It is important as it ensures the effective roll-out of the entity's stakeholder engagement plan.

Source/Collection of Data	Stakeholder Engagement Plan is in place and the Communications unit maintains records of such stakeholder engagements attended/facilitated by the Board/CEO (attendance registers).
Method of Calculation	A count of the number of stakeholder engagements attended/facilitated by the Board/CEO during the year by reviewing the attendance registers.
Data Limitation	Lack of records maintained for engagements attended/facilitated.
Type of Indicator	Activity.
Calculation	Cumulative-year-to-end.
Reporting Cycle	Quarterly.
Portfolio of Evidence	Copies of attendance registers for all stakeholder engagements held.
New Indicator	Continues.
Desired performance	Actual performance as per target ensures the implementation of the stakeholder engagement plan.
Indicator Responsibility	Sub-Programme Manager - Communications Manager.

Performance Indicator Number	2.1.1.1
Indicator title	Number of quarterly financial reports submitted within 1 month of the reporting period
Short definition	Quarterly financial reports are submitted to the responsible MEC/Provincial Treasury within one month after the reporting period i.e. 1 month after the end of the quarter as specified in the PFMA and SLA.
Purpose/importance	The indicator ensures the timely submission of quarterly reports thereby ensuring compliance with the entity's Service Level Agreement and the PFMA.
Source/collection of data	Quarterly reports; delivery reports/proof of submission.
Method of calculation	Verification that the dates of submission of the quarterly reports are within one month after the end of the quarter.
Data limitations	Lack of proof of timely submission.
Type of indicator	Output and compliance.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of Quarterly Reports; copy of delivery reports/proof of email submission.
New indicator	Continues.
Desired performance	Actual performance as per target ensures compliance with legislation and service level agreement in terms of financial reporting.
Indicator responsibility	Programme Manager - Chief Financial Officer.

Performance Indicator Number	2.1.1.2
Indicator title	Percentage of compliant invoices settled within 30 days
Short definition	The indicator measures the number of compliant invoices that are settled within 30 days of receipt in accordance with National Treasury Guidelines.
Purpose/importance	The indicator assesses the level of compliance with legislation, accounting standards and Government's objectives of supporting SMME's by the timely payment of invoices.
Source/collection of data	Invoices received from suppliers indicating date of receipt; Payment vouchers; Bank statements; Supplier Age Analysis report extracted off Sage Evolution system and submitted to Finance Committee.
Method of calculation	A count of the number of compliant invoices settled within 30 days of receipt by Finance divided by the number of valid invoices received and settled during the same period, and reflected as a percentage. The Supplier Age Analysis report can be used to verify numbers. The calculation excludes invoices with payment terms in excess of 30 days as specified in any contract. The calculation will also exclude invoices received but not yet due for payment (i.e. still within the 30 day period).
Data limitations	Invoices received by other units and not sent directly to the Finance unit. Invoices not received at all.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Invoice listing indicating payment dates; Copy of Supplier Age Analysis and Fincom Agenda.
New indicator	New.
Desired performance	95% of compliant invoices settled within 30 days of receipt.
Indicator responsibility	Programme Manager - Chief Financial Officer.

Performance Indicator Number	2.1.1.3
Indicator title	Timely submission of approved budget to KZN Treasury
Short definition	Timely submission of the KZNGBB budget for the 2019/20 MTEF to Provincial Treasury in line with due date prescribed in the PFMA and Treasury Guideline document (31 March 2019).

Purpose/importance	This indicator ensures compliance by the entity with the PFMA and Treasury guideline document.
Source/collection of data	Budget document and proof of timely submission.
Method of calculation	Verification that the budget was submitted to KZN Treasury within the prescribed timeframe of 31 March 2019 using the proof of submission.
Data limitations	Lack of proof of timely submission.
Type of indicator	Output and compliance.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of KZNGBB Budget and copy of proof of submission i.e. email or letter.
New indicator	Continues with minor change – previously draft budget – revised to timely submission of approved budget.
Desired performance	Actual performance as per target ensures a co-ordinated budget process that results in timely submission of budget to KZN Treasury.
Indicator responsibility	Programme Manager - Chief Financial Officer.

Performance Indicator Number	2.1.1.4
Indicator title	Timely submission of Annual Report to the MEC, KZN Treasury and the Auditor-General
Short definition	KZNGBB's Annual Report for the 2017/18 financial year must be submitted to the MEC, KZN Treasury and the Auditor-General by 31 August 2018.
Purpose/importance	The indicator ensures timely submission of the Board's Annual Report to the MEC, KZN Treasury and the Auditor-General thereby ensuring compliance with the PFMA.
Source/collection of data	Annual Report; delivery reports/proof of submission.
Method of calculation	Verification that the date of submission of the Annual Report to the MEC, KZN Treasury and the Auditor-General is within the prescribed timeframe of 31 August 2018 by using the proof of submission.
Data limitations	Lack of proof of timely submission.
Type of indicator	Output and compliance.
Calculation type	Non-cumulative.
Reporting cycle	Annually.
Portfolio of Evidence	Copy of KZNGBB Annual Report; copy of delivery report/proof of submission.
New indicator	Continues.
Desired performance	Actual performance as per target ensures compliance with legislative/regulatory requirements in terms of financial reporting.
Indicator responsibility	Programme Manager - Chief Financial Officer.

Performance Indicator number	3.1.1.1
Indicator title	Number of quarterly ICT Strategy implementation Reports
Short definition	Quarterly ICT Strategy Implementation Reports are prepared for CEO to report progress against the Implementation Plan targets.
Purpose/importance	The indicator ensures that the progress made against implementation targets are reported quarterly to the IT Steering Committee. This ensures that the implementation of the ICT Strategy is being monitored and reported on.
Source/collection of data	ICT Strategy and ICT Plan documentation; quarterly reports compiled by ICT detailing the progress of strategy implementation against the plan; submitted to the IT Steering Committee and filed.
Method of calculation	A count of the number of quarterly signed ICT Strategy Implementation Reports prepared and submitted to the IT Steering Committee. IT Steering Committee agenda can be used to verify.
Data limitations	ICT Strategy Implementation progress is not reported against the plan; budgetary constraints.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
New Indicator	Continues.
Desired performance	Actual performance as per target will ensure the successful implementation of the ICT strategy.
Indicator responsibility	Programme Manager: ICT

Performance Indicator number	4.1.1.1
Indicator title	Percentage of corporate licence and registration applications processed within prescribed timeframes
Short definition	The indicator measures the efficiency of the units in processing corporate applications (Financial Acquisitions; Change in Ownership/Bookmaker licences; Transfer of licences; LPM Site Operators; Independent Site Operators; Certificates of Suitability; Manufacturers; Suppliers; Maintenance Providers and Removal of Business Premises/Relocations). within prescribed timeframes as follows: <ul style="list-style-type: none"> 70% of applications finalised within 90 or 120 working days of assignment

	<ul style="list-style-type: none"> Note: Applications received as Batches of more than five (5) applications must be processed within 120 working days of assignment.
Purpose/importance	This indicates the effectiveness of the units in processing corporate licence and registration applications i.e. 70% of applications received are processed within the prescribed timeframes. This indicator ensures that the Board's legislative mandate to process such applications is fulfilled, ensures compliance with the KZN Gaming and Betting Act and Rules, and promotes efficient service delivery to stakeholders. The importance of the indicator ensures quality service delivery to the clients of the KZNGBB who submit applications to be processed within a reasonable time in order for them to commence and/or continue with their business activities.
Source/collection of data	<p>Primary Sources: 1. Manual Process: Investigations Diary content with proof of assignment date and the due date and the applicant's name. Copy of the final report page with the HOD's signature and the date thereof. 2. GROF Online Process: Spreadsheet with the dates of Receipt and/or Assignment and Dates of Approval of Report by the HOD and the last page of the Final Investigation Report with the HOD's Signature.</p> <p>Secondary Sources: Manual & GROF Online Processes: Investigation Costs letter and Proof of payment receipt date; Duly approved authority to pause calculation of days; Letter requesting outstanding information/documents with proof of receipt date thereof; Register of Applications: Application Form.</p>
Method of calculation	<p>1. In order to determine the duration of the processing and finalisation of an application, the number of working days are calculated from the date of assignment of an application to an official for processing after confirmation of completeness thereof, up to the signature date by the Head of the Division: Licensing and Registration on the final Investigation Report. Note: The calculation of timelines must be paused from the date of the letter requesting the payment of investigation costs deposit to the date of receipt of proof of payment, or anytime when the delay is caused by external factors outside the control of the organisation.</p> <p>2. Number of applications finalised within prescribed timeframe [Final report signed by HOD within timeframe] divided by the number of applications finalised during the reporting period [Final report signed by HOD], and reflected as a percentage.</p> <p>a. Achieved: is when the percentage target of applications processed within the timelines has been reached.</p> <p>b. Partially Achieved: is when applications have been processed beyond the timelines.</p> <p>c. Not Achieved: is when applications have exceeded timelines but the report has not been finalized.</p> <p>d. Not Applicable: is when no applications were processed and/or when the applications being processed are still within the timelines.</p>
Data limitations	Lack of accurate recording of dates of various stages of processing; application documentation not properly maintained or recorded; delays between the letter advising an applicant to pay investigation costs deposit and the receipt of proof of payment and lack of co-operation by applicants to submit outstanding information/documents. Delays in receiving spreadsheets from IT and Developers which may lead into inaccurate information and late submissions.
Type of indicator	Activity, output, compliance and efficiency.
Calculation type	Cumulative year-to-end
Reporting cycle	Quarterly.
Portfolio of Evidence	Primary Sources: Investigations Diary content with proof of assignment date and the due date and the applicant's name. Copy of the final report page with the HOD's signature and the date thereof. Secondary Sources: Investigation Costs letter and Proof of payment receipt date; Duly approved authority to pause calculation of days; Letter requesting outstanding information/documents with proof of receipt date thereof; Register of Applications: Application Form.
New indicator	Continues.
Desired performance	Actual performance that is higher than target would further enhance service delivery to stakeholders. Desired performance: 100% of applications processed within the prescribed timelines of 90 or 120 working days.
Indicator responsibility	Sub-Programme Manager: Betting / Manager: Gaming Programme Manager: Senior Manager: Licensing and Registration.

Performance Indicator number	4.1.1.2
Indicator title	Percentage of applications for employee registrations processed within prescribed timeframes
Short definition	The indicator measures the efficiency of the units in processing various categories of employee registration applications within 60 working days of assignment thereof. <ul style="list-style-type: none"> Betting (Tote Agents; Bookmakers and Totalisators) employees – 60%. Gaming (Casino, Bingo and LPM) employees – 60%.
Purpose/importance	This indicates the effectiveness of the unit in processing Tote Agents, Gaming and Betting sector employee registration applications as follows: <ul style="list-style-type: none"> 60% of Betting employee and tote agent registration applications processed within prescribed period. 60% of Gaming employee registration applications processed within prescribed period. The indicator ensures that the Board's legislative mandate to process such applications is fulfilled; ensures compliance with the KZN Gaming and Betting Act and KZNGBB Rules; and promotes efficient service delivery to stakeholders. The indicator supports the quality of service delivery to the clients of the KZNGBB (Licensees) who submit applications to be

	processed within a reasonable time for utilization of employees in the gaming floor and betting premises for business continuity.
Source/collection of data	<p>Primary Sources: 1. Manual Process: Investigations Diary content/notes with proof of assignment date and the due date and the applicant's name. Copy of the final report page with the HOD's signature and the date thereof. 2. GROF Online Process: Spreadsheet with the dates of Receipt and/or Re-Assignment and Dates of Approval of Report by the HOD and the last page of the Final Investigation Report with the HOD's Signature</p> <p>Secondary Sources: Manual & GROF Online Processes: Duly approved authority to pause the calculation of days; Letter/s requesting outstanding information/documents with proof of receipt date thereof; Register of Applications: Application Form.</p>
Method of calculation	<p>1. In order to determine the duration of the processing and finalisation of an application, the number of working days are calculated from the date of assignment of an application to an official for processing after confirmation of completeness thereof, up to the signature date by the Head of the Division: Licensing and Registration of the final report. <u>Note: The calculation of timelines must be paused from the date of the Unit Manager's signature on the finalization of preliminary investigation until the date of receipt of outstanding information (including criminal records report) or anytime when the delay is caused by external factors outside the control of the organisation.</u></p> <p>2. Percentage achievement in respect of each indicator is calculated as follows: Number of applications finalised within prescribed timeframe [Final report signed by HOD within timeframe] divided by the number of applications finalised during the reporting period [Final report signed by HOD], and reflected as a percentage.</p> <p>a. Achieved: is when the percentage target of applications processed within the timelines has been reached. b. Partially Achieved: is when applications have been processed beyond the timelines. c. Not Achieved: is when applications have exceeded timelines and the report has not been finalized and signed off. d. Not Applicable: is when no applications were processed and/or when the applications being processed are still within the timelines during the period.</p>
Data limitations	Lack of accurate recording of dates of various stages of processing; application documentation not properly maintained or recorded; the delay between the submission of the fingerprints to SA Police Services; the receipt of the police clearance report therefrom; and submission of outstanding information by applicants. Delays in receiving spreadsheets from IT and Developers which may lead into inaccurate information and late submissions
Type of indicator	Output, compliance and efficiency.
Calculation type	Cumulative-year-to-end
Reporting cycle	Quarterly.
Portfolio of Evidence	<p>Primary Sources: Investigations Diary content/notes with proof of assignment date and the due date and the applicant's name. Copy of the final report page with the HOD's signature and the date thereof. Secondary Sources: Duly approved authority to pause the calculation of days; Letter/s requesting outstanding information/documents with proof of receipt date thereof; Register of Applications: Application Form.</p>
New indicator	Continues.
Desired performance	Actual performance that is higher than target as this would further enhance service delivery to stakeholders. Desired performance: 100% of applications processed and investigated within the prescribed timelines of 60 working days.
Indicator responsibility	Sub-Programme Manager: Betting / Manager: Gaming Programme Manager: Senior Manager: Licensing and Registration.

Performance Indicator number	4.1.1.3 and 4.1.1.4
Indicator title	Percentage of corporate licences and certificates of registration issued within prescribed timeframes Percentage of certificates of registration for employees issued within prescribed timeframes
Short definition	<p>The indicator measures the efficiency of the units in issuing licences; corporate certificates of registration and certificates of registration for employees and natural persons within 10 working days of receipt of Board resolution from Secretariat (for corporate licences), or date of Operations meeting resolution (for employee registrations); or receipt of proof of payment of outstanding investigation costs or licence/registration fees.</p> <ul style="list-style-type: none"> Licences and Corporate Registration Certificates – 100%. Registration Certificates for employees and/or natural persons - Betting – 70%. Registration Certificates for employees and/or natural persons –Gaming – 70%.
Purpose/importance	This indicates the effectiveness of the units in issuing 100% of licences and corporate certificates of registration and 70% /70% certificates of registration for employees and natural persons within 10 working days of receipt of resolution or payment of outstanding fees. The importance of the indicator is to ensure regulatory compliance through issuance of approved licence and/or registration certificates as required in the Act. It also ensures that all licences and/or certificates are issued as soon as possible post the approval of the application thereby enabling the commencement of business by a licensee or employment.

Source/collection of data	<p>Primary Sources: 1. Manual & GROP Online Processes: Proof of Receipt of Approval from Secretariat with the date or copy of the employee's application final report with the CEO's signature of approval, with the date. Memo to the CEO on licences/certificates issued with the HOD's signature and the date containing the list of approved applications.</p> <p>2. GROP Online Process: Spreadsheet with the Date of CEO's Approval (Type A Site Operators & Other Delegated Applications)</p> <p>Secondary Sources: Manual & GROP Online Processes: Letter to the applicant for licence fees/investigation costs due and proof of receipt thereof /Board's Resolution, Copy of the licence/certificate.</p>
Method of calculation	<p>The duration (prescribed timeframe) is calculated as follows: In the event that all fees payable have been collected - from the date resolution is received from secretariat to the date of HOD's signature on the file and memo for the CEO's signature on the licence/and or certificate OR In the event that fees are outstanding – from the date of receipt of proof of payment of outstanding investigation costs or licence/registration fees to the date of the HOD's signature on the file and memo for the CEO's signature on the licence/and or certificate.</p> <p>Percentage achievement in respect of licences and certificates issued for each indicator is calculated as follows: Number of licences and corporate registration certificates/or employees registration certificates issued within prescribed timeframe divided by the total number of licences; corporate registration certificates and/or employees' registration certificates issued, and reflected as a percentage.</p> <p>Therefore the performance would read:</p> <ol style="list-style-type: none"> Achieved: Where licences and corporate registration certificates have been issued 100% and registration certificates for employees and/or natural persons have been issued 70/60% respectively Partially Achieved: When either of the two has been under-attained i. e. less than 100% and 70/60% respectively. Not Achieved: If none of the licences; corporate certificates and/or certificates for employees and natural persons due were issued.
Data limitations	<p>The delay between the date of the letter requesting a licensee to pay licence or registration fees and the receipt of proof of payment therefrom (there will be no calculation of timelines between these periods); Non-submission or late submission of proof of payment by the applicant/licensee; lack of accurate records of licence/registration fees due and fees collected. The performance output for corporate applications may be diluted by the employees' applications as such will always contain large numbers which dilutes the percentage of performance. This may be addressed by reporting them separately as stated above. Delays in receiving spreadsheets from IT and Developers which may lead into inaccurate information and late submissions.</p>
Type of indicator	Activity, output, compliance and efficiency.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	<p>Primary Sources: Proof of Receipt of Approval from Secretariat with the date or copy of the employee's application final report with the CEO's signature of approval, with the date. Memo to the CEO on licences/certificates issued with the HOD's signature and the date containing the list of approved applications.</p> <p>Secondary Sources: Letter to the applicant for licence fees/investigation costs due and proof of receipt thereof /Board's Resolution, Copy of the licence/certificate.</p>
New indicator	Continues.
Desired performance	Actual performance as per target ensures efficient service delivery.
Indicator responsibility	Sub-Programme Manager: Betting and Manager: Gaming. Programme Manager: Senior Manager: Licensing and Registration.

Performance Indicator number	4.1.1.5
Indicator title	Percentage of renewed licences/certificates issued within prescribed timeframes
Short definition	The indicator measures the efficiency of the unit in processing renewal applications (corporate licences/certificates or employee registration certificates) and issuing corporate licences/certificates and employee registration certificates before expiry date of the licence/certificate of registration in respect of both sectors.
Purpose/importance	This indicates the effectiveness of the two units in issuing 100% of renewed licences and certificates before the expiry date thereof. This indicator ensures that the Board's legislative mandate to process such applications is fulfilled; ensures compliance with the KZN Gaming and Betting Act thereby ensuring continuous suitability of licensees and registrants; KZNGBB Rules; and promotes efficient service delivery to stakeholders. The indicator further ensures the timely processing and validity of all licences and/or certificates and the damage that may occur should these not be renewed as prescribed by the legislation as such may result in their lapsing and loss of revenue, or disruption to operations in respect of employee registration renewals.
Source/collection of data	Primary Sources: Copies of the new licences/corporate certificates with expiry date thereof with the exception of Type A Licences where a list thereof would be sufficient and copies of the old and new certificates for betting sector employees.

	Secondary Sources: Submission to the Board/Committee with the date; <i>Renewal Notices (Corporate Licensees); Completed Application Forms for Renewals; Pro-Forma Invoices-Renewal & Licence Fees</i> . Proof of date of receipt of approval feedback from Secretariat (betting sector employees' renewals), <i>Memo to the CEO signed by the HOD for renewed licences/certificates issued</i>
Method of calculation	The percentage of achievement in respect of corporate licences/certificates and employee registration certificates for each indicator is as follows: Number of renewal licences and/or certificates of registration issued before expiry divided by the total number of renewal licences and certificates issued during the reporting period.
Data limitations	The delay between the submissions of the licences/certificates for the CEO's signature and the return thereof post his/her signature; lack of accurate records of expiry date of licence and date of issue of licence/certificate of registration following renewal process.
Type of indicator	Activity, output, compliance and efficiency.
Calculation type	Cumulative-year-to-end
Reporting cycle	Quarterly and annually.
Portfolio of Evidence	Primary Sources: Copies of the new licences/corporate certificates with expiry date thereof with the exception of Type A Licences where a list thereof would be sufficient and copies of the old and new certificates for betting sector employees. Secondary Sources: Submission to the Board/Committee with the date; <i>Renewal Notices (Corporate Licensees); Completed Application Forms for Renewals; Pro-Forma Invoices-Renewal & Licence Fees</i> . Proof of date of receipt of approval feedback from Secretariat (betting sector employees' renewals), <i>Memo to the CEO signed by the HOD for renewed licences/certificates issued</i>
New indicator	Continues.
Desired performance	Actual performance as per targets will ensure timely renewal of licences and certificates as is required by legislation.
Indicator responsibility	Manager: Betting / Manager: Gaming Programme Manager: Senior Manager: Licensing and Registration

Performance Indicator number	4.1.1.6
Indicator title	Percentage of corporate licence and registrations probed for B-BBEE, transformation and socio-economic commitments
Short definition	The indicator measures the percentage of licence and corporate registration applicants that are probed on B-BBEE and transformation initiatives and socio-economic development in line with B-BBEE Act and Codes of Good Practice and/or the Board's approved Transformation Strategy.
Purpose/importance	The indicator ensures that 100% of corporate applicants' B-BBEE and transformation initiatives are probed and commitments reported in 100% of finalised investigation reports. The indicator ensures the assessment of applicants' regulatory compliance with the B-BBEE Act and applicable Codes of Good Practice; that commitments are made by new entrants in terms of the Codes of Good Practice; and that the Board fulfils its mandate in respect of applicable legislation and Section 53 (1) of the National Gambling Act.
Source/collection of data	Primary Sources: Manual & GROF Online Processes: List of corporate applications finalized during the reporting period. Secondary Sources: Manual & GROF Online Processes: Copies of transformation part of the final investigation reports done.
Method of calculation	Number of finalised corporate application Investigation Reports that contain applicants' B-BBEE, transformation and socio-economic status divided by the number of finalised corporate application Investigation Reports, and reflected as a percentage.
Data limitations	B-BBEE, transformation and socio-economic commitments of applicants not assessed and reported on for consideration by Board; and finalised Investigation Reports not filed or electronically stored.
Type of indicator	Output.
Calculation type	The reported performance is non-cumulative since once a report has been finalized, it is taken off the data.
Reporting cycle	Quarterly.
Portfolio of Evidence	Primary Sources: List of corporate applications finalized during the reporting period. Secondary Sources: Copies of B-BBEE part of the final investigation reports done.
New indicator	Continues with minor change to performance indicator title.
Desired performance	Ensure that 100% of corporate applications are probed in respect of applicants' commitments relating to the requirements of the B-BBEE Act and Codes of Good Practice and report thereon to allow the Board to consider such commitments when considering a licence application.
Indicator responsibility	Manager: Betting / Manager: Gaming Programme Manager: Senior Manager: Licensing and Registration.

Performance Indicator number	5.1.1.1
Indicator title	Percentage of monthly gambling tax verification reports compiled on operational licensees
Short definition	The indicator measures the number of tax verification reports compiled monthly on all operational gaming and betting licensees.
Purpose/importance	The indicator ensures that a validation of gaming and betting taxes payable by all operational licensees is conducted on a monthly basis to ensure accuracy of taxes paid to Province and that licensees are compliant with applicable legislation.

Source/collection of data	Tax returns are submitted monthly by gaming and betting licensees and reports are extracted from various approved Gaming Monitoring Systems and/or relevant approved wagering software backup; tax verification reports are prepared by Gaming Monitoring Audit and Betting Monitoring and Control, signed and electronically stored.
Method of calculation	Note: Sub-Programme 5.1 relates to tax verification reports prepared for Gaming industry and Programme 6 relates to tax verification reports prepared for Betting industry. Manual: Number of monthly tax verification reports compiled (either final or pending) divided by the number of tax returns submitted by operational gaming / betting licensees; and reflected as a percentage. Online: Number of monthly tax verification reports compiled divided by the number of tax returns submitted by operational gaming / betting licensees; and reflected as a percentage or A report extracted from GROF reflecting the number of tax reports compiled for tax returns submitted online; and expressed as a percentage.
Data limitations	Licensees' failure to submit monthly tax returns; technical faults on gaming monitoring systems / wagering software.
Type of indicator	Output.
Calculation type	Cumulative year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of monthly tax returns; extracted reports from gaming system / wagering software; licensees proof of payment where required; and tax verification reports.
New indicator	Continues with minor change for Gaming (previously indicator was a number however industry growth determines numbers of operations monthly).
Desired performance	Actual performance as per target ensures that all taxes paid to Province have been validated as compliant with the KZN Gaming and Betting Tax Act.
Indicator responsibility	Sub-Programme Managers – Monitoring and Gaming Audit / Betting Monitoring and Control Programme Managers Senior Manager – Gaming, Monitoring and Control / Betting Monitoring and Control

Performance Indicator number	5.2.1.1
Indicator title	Number of compliance inspection checklists
Short definition	The indicator measures the total number of compliance inspection checklists compiled for each planned compliance inspection carried out on operational gaming and betting licensees.
Purpose/importance	The indicator ensures the Board's functions are carried out in terms of Section 7 of the KZN Gaming and Betting Act through compliance inspections conducted. It ensures that licensees are compliant with applicable legislation thereby ensuring the integrity of the gambling industry.
Source/collection of data	Record of approvals granted by the Board; legislative requirements and relevant licence conditions for licensees are recorded on the compliance inspection checklist and compliance against this information is assessed at the licensees' sites; the compliance inspection checklist is completed, signed and electronically stored.
Method of calculation	Sub-Programme 5.1 Monitoring and Gaming Audit and Programme 6 Betting Monitoring and Control: A count of the number of signed compliance inspection checklists compiled in respect of planned inspections. Sub-Programme 5.2 Gaming Control: A count of the number of signed compliance inspection checklists compiled in respect of planned inspections and special adhoc certification projects.
Data limitations	Licence conditions records not timeously updated by Legal Services; lack of proper storage of approvals granted by the Board; and compliance inspection checklists.
Type of indicator	Output.
Calculation type	Cumulative year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copies of signed Compliance Inspection Checklists / Annual or monthly Regulatory Compliance Monitoring Plan.
New indicator	Minor change from number of compliance reports to compliance inspection checklists.
Desired performance	Number of checklists compiled must align with the annual Regulatory Compliance Plan to ensure adequate regulation by the gambling industry.
Indicator responsibility	Sub-Programme Managers – Monitoring and Gaming Audit / Betting Monitoring and Control Programme Managers - Senior Manager: Gaming Monitoring and Control / Betting Monitoring and Control

Performance Indicator Number	5.2.1.2
Indicator title	Percentage of change requests/applications processed within prescribed timeframe
Short definition	Ensure that all operational related applications, including registration of gaming hardware and software, wagering software, lodged by gaming and betting licensees and registrants are processed and evaluated in terms of legislation within a prescribed timeframe of three months.
Purpose/importance	This indicator ensures that the Board's legislative mandate to process such applications is fulfilled; compliance with applicable legislation; and efficient service delivery to licensees and registrants.
Source/collection of data	Online Applications: Electronic application form and supporting documentation is lodged by applicant on GROF; application form automatically logged into the requisite register (GROF); evaluation report is recorded; application considered by delegated authority and outcome logged on audit trail report; and automated outcome of notification letters sent to applicants. A report of the applications processed within the prescribed timeframe can be extracted off GROF dashboard.

	Manual Applications: Manual application form and supporting documentation is submitted to the Board by applicant; manually recorded in register and allocated for processing; evaluation report is compiled; application considered by Board or delegated authority; and outcome notification letters sent to applicants. Dates of applications lodged and outcomes determined recorded in the manual/electronic application register maintained by the unit.
Method of calculation	Note: Programme 5 (Sub-Programme 5.1 and 5.2) will count the gaming industry related operational change requests and Programme 6 will count the betting industry related operational change requests. A count of the number of applications processed within 3 months (calculated from date of lodging application to date of notification letter to applicant), divided by a count of the number of applications due to be processed.
Data limitations	IT and development issues during initial GROF implementation; lack of proper recording of applications received and notification letters sent.
Type of objective	Output.
Calculation type	Cumulative year-to-end.
Reporting cycle	Quarterly.
New indicator	Continues with minor change – timeframe in which applications to be processed has been specified.
Desired performance	Applications processed within prescribed timeframe.
Objective responsibility	Sub-Programme Managers – Monitoring and Gaming Audit / Betting Monitoring and Control / Gaming Control. Programme Managers: Senior Manager – Gaming Monitoring and Control / Betting Monitoring and Control.

Performance Indicator number	5.2.1.3
Indicator title	Number of transformation monitoring reports
Short definition	The indicator measures the number of transformation monitoring reports compiled in respect of planned monitoring inspections conducted on gaming and betting licensees.
Purpose/importance	The indicator ensures that through planned transformation monitoring inspections conducted, the progress of the gaming and betting industry in respect of transformation can be assessed. This contributes towards the achievement of section 6 (c) of the KZN Gaming and Betting Act; the transformation of the gambling industry; and Government's transformation imperatives.
Source/collection of data	Monitoring and Gaming Audit: Quarterly Monitoring report and internal/external audit report is submitted by gaming licensees; approved bid commitments and licence conditions; information is analysed and transformation monitoring reports are prepared and submitted to CEO; letter of monitoring inspection outcome is sent to the licensee. Transformation monitoring reports are electronically stored. Betting Monitoring and Control: B-BBEE related information is requested from licensees; licence conditions; information is analysed and transformation monitoring reports are prepared and submitted to CEO; and electronically stored.
Method of calculation	Note: Sub-Programme 5.1 will count the transformation monitoring reports in respect of gaming licensees and Programme 6 will count the transformation monitoring reports in respect of betting licensees. A count of the number of transformation monitoring reports compiled in respect of planned inspections.
Data limitations	Late submission of transformation related information from licensees.
Type of indicator	Output.
Calculation type	Cumulative-year-to-end.
Reporting cycle	Quarterly – Monitoring and Gaming Audit. Annually – Betting Monitoring and Control.
Portfolio of Evidence	Copies of transformation monitoring reports.
New indicator	Continues with minor change from number of inspections to number of monitoring reports.
Desired performance	Actual performance as per target allows for adequate monitoring of compliance with transformation requirements by operational gaming and betting licensees.
Indicator responsibility	Sub-Programme Managers – Monitoring and Gaming Audit / Betting Monitoring and Control. Programme Manager – Senior Manager: Gaming Monitoring and Control / Betting Monitoring and Control

Performance Indicator number	5.2.2.1
Indicator title	Percentage of new compliant gaming sites and machines certified within prescribed timeframe
Short definition	The indicator measures the percentage of new gaming sites and gaming machines that are certified as compliant within a prescribed timeframe of 21 working days of receipt of required site compliance document from licensee.
Purpose/importance	This indicator ensures that all new gaming operations are certified as compliant with legislation and ensures efficient service delivery to licensees.
Source/collection of data	Site compliance documents received from licensees; site compliance checklist is compiled and letters of certification issued. Manual register recording date of receipt of site compliance documents from licensee and date of certifications letter is maintained and certification letters are electronically stored.
Method of calculation	A count of the number of new compliant gaming sites and gaming machines certified within 21 working days of receipt of site compliance documents from licensee divided by the number of new gaming sites and gaming machines certified as compliant, and reflected as a percentage. Register used to verify turnaround times.
Data limitations	Lack of accurate recording on applicable register to track certification turnaround times.

Type of indicator	Output.
Calculation type	Cumulative year-to-end.
Reporting cycle	Quarterly.
Portfolio of Evidence	Site compliance documents from licensee; copies of letters of certification sent to licensee; and register recording dates of receipt of site compliance documents from licensee and date of certifications.
New indicator	Continues.
Desired performance	Actual performance as per target.
Indicator responsibility	Sub-Programme Manager – Gaming Control Programme Manager – Senior Manager: Gaming Monitoring and Control.

Performance Indicator number	5.3.1.1
Indicator title	Percentage of lodged disputes / complaints investigated within prescribed timeframe
Short definition	Gaming and betting related disputes and complaints lodged with the Board must be investigated within a prescribed timeframe of three months.
Purpose/importance	The indicator ensures that all disputes and complaints are recorded, investigated and complainant notified of outcome within a specific timeframe thereby ensuring efficient service delivery to affected parties of the dispute or complaint.
Source/collection of data	Copy of dispute/complaint lodged by complainant; investigations documentation maintained by unit; notification letters prepared and sent to complainants. Disputes / Complaints Register reflecting date of receipt of gaming or betting related dispute or complaint and the date of determination of outcome of investigation is maintained by each unit to track investigation time; and register electronically stored.
Method of calculation	Note: Programme 5.2 will count the gaming related disputes and complaints and Programme 6 will count the betting related disputes. A count of the number of disputes and complaints investigated within 3 months (calculated from date of lodging dispute/or complaint to date of notification letter to complainant), divided by a count of the number of dispute/complaints investigations due to be finalised (dates can be verified on register), and reflected as a percentage.
Data limitations	Insufficient data recorded in the register; and the accuracy of the count is dependent on the reliability of the patron dispute records being electronically stored and the register properly maintained; insufficient information provided by complainant/respondent.
Type of indicator	Output.
Calculation type	Accumulative.
Reporting cycle	Quarterly.
Portfolio of Evidence	Copy of disputes and complaints lodged; Disputes and Complaints register.
New indicator	Yes – to specify turnaround time of investigation.
Desired performance	Actual performance as per target ensures the interests of the public are protected.
Indicator responsibility	Sub-Programme Managers: Gaming Control / Betting Monitoring and Control. Programme Managers - Senior Manager: Gaming Monitoring and Control / Betting Monitoring and Control.

Performance Indicator number	5.3.2.1
Indicator title	Number of illegal gambling inspection reports
Short definition	The indicator measures the number of illegal gambling inspection reports compiled in respect of planned inspections conducted in conjunction with SAPS and other licensing authorities.
Purpose/importance	Ensures that efforts are made to combat illegal gambling through conducting planned inspections in collaboration with SAPS and other licensing authorities and reporting thereon.
Source/collection of data	Approved monthly plan of scheduled operations co-ordinated with SAPS and other licensing authorities; record of information received regarding suspected illegal gambling; illegal gambling inspections reports are compiled in respect of every inspection conducted and submitted to Senior Manager; and copies of illegal gambling inspection reports are stored electronically.
Method of calculation	A count of the number of signed illegal gambling inspection reports submitted to Senior Manager in respect of planned illegal gambling inspections conducted.
Data limitations	Monthly plans not submitted timeously; illegal gambling inspection reports not compiled or electronically stored.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Annually.
New indicator	Continues with minor change from number of inspections conducted to number of reports compiled in respect of inspections conducted.
Desired performance	Actual performance as per target ensures the unit's participation in efforts to protect the public from the impact of illegal gambling.
Indicator responsibility	Programme Manager - Senior Manager: Betting Monitoring and Control.