

CASINO GAMING
COMMISSION

ANNUAL REPORT



2022 - 2023



CASINO GAMING COMMISSION

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Chairman's Message

As Chairman of the Board of the Casino Gaming Commission, I am pleased to present the Casino Gaming Commission's Annual Report for the 2022-2023 Financial Year.



The 2022-2023 Financial Year marked pivotal changes in leadership, commencing with the recruitment of a new Chief Executive Officer in April 2022. Following this, the Honourable Minister of Finance and the Public Service appointed a new Board of Commissioners to serve for the period June 27, 2022 to June 26, 2025.

These developments coincided with heightened activity in the integrated resort development sector. Throughout the financial year, the Commission proactively prepared for the efficient and effective regulation of casinos and casino gaming in Jamaica as sector activities continue to grow.

In this regard, the Commission's mandates for the 2022-2023 Financial Year were:

(a) to fill the established posts approved for re-activation by the Ministry of Finance and the Public Service. This would ensure that the requisite personnel are in place to facilitate the operational activities should applicants for approved integrated resort development orders be recommended to the Honourable Minister of Finance and the Public Service for approval;

(b) complete the regulatory framework for casino gaming in Jamaica through the enactment of outstanding regulations to be promulgated under section 72 of the Casino Gaming Act.

The Board was additionally charged by the Honourable Minister of Finance and the Public Service with building out the Commission's infrastructure to enable it to properly perform its functions as a regulator of casinos and casino gaming in Jamaica, especially in light of Jamaica's Anti-Money Laundering, Counter Terrorism Financing and Counter Proliferation Financing obligations. Importantly, the Minister charged the Board with using the first year attaining requisite knowledge of international best practices in casino regulation, corporate governance and the relevant laws and policies that govern public bodies. The Commission also had an obligation to ensure that the CGC had the appropriate number of staff with the relevant skills and expertise to regulate the industry.

As at March 31, 2023 (the close of the 2022-2023 Financial Year) the Commission has filled fifty per cent (50%) of the positions which were approved for re-activation by the Ministry of Finance and the Public Service. The Commission's efforts to recruit all staff members within

the financial year were stymied, however, by the Commission's need to simultaneously acquire a larger physical plant to accommodate the increased staff complement. This endeavour, along with the necessary renovations were successfully completed by the end of the Financial Year, and the Commission's efforts to recruit the remaining staff will continue in the 2023-2024 Financial Year.

A key deliverable for the Commission for the financial year was the preparation of drafting instructions to inform outstanding regulations under section 72 of the Casino Gaming Act. Throughout the financial year, the Commission and its parent ministry, the Ministry of Finance and the Public Service, worked assiduously to ensure that the drafting instructions were prepared in keeping with international best practice in casino gaming regulation and, of course, compliance with Jamaica's legal and constitutional framework. The drafting instructions were completed by the end of the financial year, and they are expected to be submitted to the Office of the Parliamentary Counsel in the 2023-2024 Financial Year to commence the drafting of the regulations.

Finally, the Board and staff of the Casino Gaming Commission participated in several training

sessions throughout the financial year. The areas covered included corporate governance, enterprise risk management, integrity and ethics in public bodies, casino gaming regulatory philosophy and regulation and casino gaming internal controls. These training sessions lay the foundation for and strengthened capacity in efficient and effective governance and regulation, and it is expected that training and development opportunities will increase in frequency and scope during the new financial year. The Commission conveys its heartfelt gratitude to the Ministry of Finance and the Public Service for its role in facilitating sensitization sessions aimed at ensuring that the Board is au fait with Jamaica's Corporate Governance Framework for Public Bodies, with a view to ensuring that the Commission is governed according to acceptable standards of governance.

The Casino Gaming Commission affirms its commitment to national development through its continued thrust towards establishing a casino gaming industry that is the best regionally in compliance, public confidence and profitability; regulated, facilitated and enabled by an innovative and technology-driven employer of choice.

CLOVIS METCALFE CD, OD
Chairman

Chief Executive Officer's Message

I am pleased to present the Casino Gaming Commission's Annual Report for the recently concluded 2022-2023 Financial Year.



As a statutory body established under the Casino Gaming Act, the Commission is tasked with carrying out several functions that ultimately serve Jamaica's goal of diversifying its tourism products and increasing economic gains.

The casino gaming industry in Jamaica operates within the framework of integrated resort developments. The Honourable Minister of Finance and the Public Service is tasked with issuing orders for approved integrated resort developments which serve as the basis for which applications for casino gaming licences and other related licences may be made under the Casino Gaming Act.

Currently, there are no casino operators in Jamaica. However, this is likely to change within the short to medium term with the ongoing activities in the integrated resort development sector. This expectation encouraged the Commission to expedite its activities to ensure operational readiness to regulate a vibrant, attractive and internationally competitive casino gaming industry that balances the rights and interests of all stakeholders.

The Commission's primary focus for the 2022-2023 Financial Year was to ensure that the work to complete the regulatory framework for casino gaming in Jamaica was completed well in advance of the Commission's receipt of applications for casino gaming licences. The Commission also focused its energies on acquiring all the relevant human and infrastructural resources to establish itself as a world-class regulator in casino gaming.

The Commission's strategic and operational initiatives aimed at giving effect to the policy mandates received from the Commission's parent Ministry, the Ministry of Finance and the Public Service, during the 2022-2023 Financial Year were also informed by the following:

The Inclusive Sustainable Economic Growth and Job Creation Medium-Term Strategic Priority of the Government;

- **Vision 2030 Jamaica: National Development Plan (National Goal 4 - Jamaica's Economy is Prosperous);**
- **Vision 2030 Jamaica: National Outcome 8 - An Enabling Business Environment and National Outcome 12 - Internationally Competitive Industry Structures); and**
- **Sustainable Development Goal 8 - Decent Work and Economic Growth**

The Commission also established linkages with casino gaming regulators from jurisdictions with a mature and robust regulatory framework and participated on the international stage in various fora aimed at enhancing efficiency and effectiveness in the regulation of the casino industry. In this regard, at the close of the 2022-2023

Financial Year, the Commission was appointed to the Board of Trustees of the International Association of Gaming Regulators where we will provide support, as part of a cross-jurisdictional team, to gaming regulators in the navigation of the gaming regulatory industry, as well as collaborate on important opportunities and campaigns.

As the Commission enters the 2023-2024 Financial Year, we continue to affirm our commitment to completing the development of a regulatory framework for the conduct of casino gaming in Jamaica, characterized by fairness and integrity and with due regard to the economic gains to be derived from casino gaming offered as a diversified tourism product.

CLEVELAND ALLEN
Chief Executive Officer

The Casino Gaming Commission



We are a body corporate created by the Casino Gaming Act to:

- **ESTABLISH** a regulatory scheme for the conduct of casino gaming in Jamaica
- **ENCOURAGE** the establishment of a number of substantial integrated resort developments by licensing the conduct of casino gaming as part of a mix of various tourism amenities and facilities available to guests of hotels in such developments

Who we are and What we do

- **ENSURE** that casino gaming is conducted in a fair and open manner
- **ENSURE** that casino gaming is regulated efficiently and effectively
- **PREVENT** casino gaming from being a source of crime or disorder or being used to support crime
- **PROTECT** children and other vulnerable persons from exploitation due to casino gaming.



How are we funded?

The Commission is currently funded from the Consolidated Fund. The Casino Gaming Act also allows the Commission to be funded by any fees or other charges imposed under the Act, or any regulations made under the Act.



The Casino Gaming Commission

Vision, Mission and Core Values

The establishment of a regulatory scheme for the conduct of casino gaming in Jamaica requires a regulator that is innovative and responsive to changes in this dynamic industry. Our approach to regulation takes account of the uniqueness of casino gaming as a diversified tourism product and is enshrined in our vision, mission and core values.

Vision

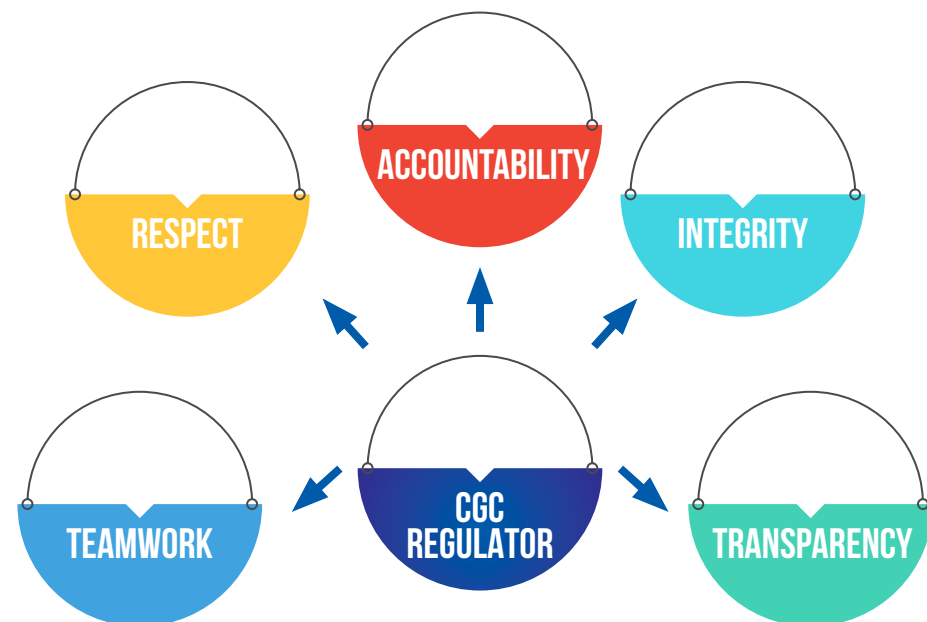
Jamaica's casino gaming industry is the best regionally in compliance, public confidence and profitability; regulated, facilitated and enabled by an innovative, technology-driven employer of choice.

Mission

To enable a viable and reputable casino gaming industry by balancing the interests of Providers, Consumers, the General Public and Government.

CORE VALUES

Symbolized by the acronym **TRAIT**, our core values are the principles that guide us and express how we treat our stake holders and each other.



CGC'S MANDATE

1. OPERATIONALIZE



4 of 8 approved positions filled. Remaining 4 to be filled by June 2023



Renovation of BGLC Annex to adequately house staff was completed and staff relocated in the 1st week of March 2023.



2. DEVELOP REGULATIONS

Detailed drafting instructions to prepare **regulations for 14 discrete areas** completed and submitted to MOFPS in **November 2022**.

NEXT STEPS:
MOFPS to submit instructions to CPC

3. BUILD INFRASTRUCTURE



Former CEO of AGCO, **Jean Major**, to train staff and board and help build-out regulatory framework.

Casino and Gaming Internal Controls training in **March 2023**.

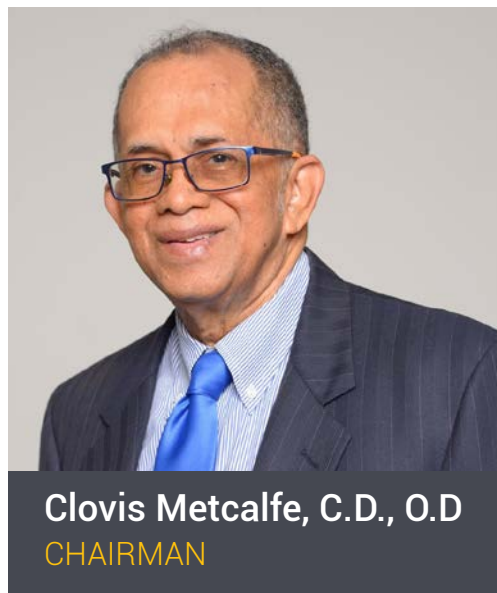
CEO attended Gaming Regulation International Policy Summit (GRIPS) in Las Vegas in **September 2022**.

Corporate Governance

at the Casino Gaming Commission

OUR COMMISSIONERS

The Casino Gaming Commission is governed by a Board of nine (9) Commissioners who bring a wealth of experience, diverse perspectives, and an unwavering commitment to national development and governance at the highest level.

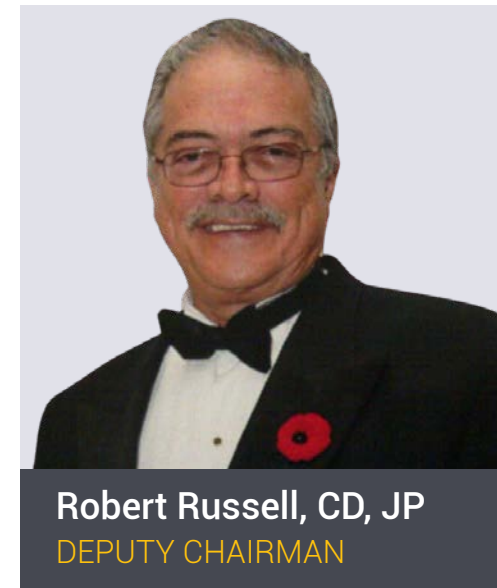


Chairman Metcalfe is a veteran banker who has had an over 40-year career span with CIBC First Caribbean International Bank (Jamaica) Limited, including serving as Managing Director. He received international accolades while he was in that role (including being recognized on the cover of CIBC's Parent Annual Report 2002 as one of the 16 most recognized faces of CIBC worldwide). He presently serves as the Chairman of the Bank's Securities Company.

Mr. Metcalfe's commitment to Jamaica's development is exemplified through his continued service on a number of Boards and Committees including the Betting, Gaming and Lotteries Commission (Chair), the Jamaica Racing Commission (Chair), Holy Childhood High School, St. Patrick's Foundation, Ushers Association and the Finance Committee at Stella Maris Church. He is an avid lover of horse-racing and is the founder of Ham Stables Limited, the leading stud farm in the Caribbean.

In 2014, he was conferred with the National Honour of Order of Distinction, Officer Class, and in 2019 he was conferred with the National Honour of Order of Distinction, Commander Class, for outstanding contribution to Banking.

In 2013, Mr. Metcalfe received the Monsignor Gladstone Wilson Award from the St. George's College Old Boys Association in recognition for his outstanding contribution to his Alma Mater, dedicated service to the Old Boys Association and excellence in the field of International Banking and Community Service. He went on to be inducted into the St. George's College Hall of Fame in 2018 as an influential and internationally recognized corporate banker extraordinaire, committed to community spirit and the well-rounded development of his Alma Mater.



Commissioner Russell CD, JP received the Order of Distinction in the rank of Commander (CD) for outstanding contribution to the Music, Entertainment, Tourism and Film Industries in 2017. He is a consummate businessman whose business ventures are as wide as they are varied. Although born in Kingston, he has lived and operated businesses in Ocho Rios, Mandeville and Montego Bay.

His crowning achievement is the staging of the internationally popular, premier Jamaican reggae stage show "Reggae Sumfest" held annually in the month of

July in Montego Bay. No doubt the experience gained as a partner in the Jamaica Jazz and Blues Festival has had a positive impact on his skill as a promoter.

He has been associated with the hotel and entertainment industry for over forty years in many and varied forms. His entrepreneurial ventures cover the construction industry, restaurant and catering industry, most notably proprietorship of popular Pier One restaurant in Montego Bay. He has been a hotelier, having been part owner of "Little Madness" hotel in Ocho Rios. The Russell family now operates the Deja All Inclusive Resort in Montego Bay. He has been involved in the film industry in the position of Assistant Director of Perry Henzell's movie "The Harder They Come". He was also Line Producer on Perry Henzell's second movie "No Place like Home".

Other former associations and business ventures include President of the Manchester Chamber of Commerce, operation of The Feeding Tree Restaurant, The Tunnell Ten Disco, The Den Jerk Center and the Canteen at Alcan's Kirkvine bauxite plant, Chairman of the Montego Bay's UDC'S advisory board and the Montego Bay Convention Centre. He is a former member of the board of the Urban Development Corporation and the Jamaica Pegasus Hotel and he has served as Chairman of TPDCo. Currently, he is the Deputy Chairman of Downsound Entertainment Ltd, promoters of Reggae Sumfest.

Commissioner Russell is an old boy of both Calabar High School and St. Georges College.



Mrs. Marigold Naar, BA
COMMISSIONER

Commissioner Naar is an accomplished and influential insurance executive with over 40 years' experience in sales.

Mrs. Naar attained her B.A. in Sociology and Psychology from York University in Canada. She also completed professional

studies in Public Relations, Health and life Insurance Certification as well as Ordinary Life Long Term Insurance.

She is currently a Unit Manager at Caribbean Assurance Brokers, where she manages one of the largest employee benefits insurances in Jamaica along with managing a team of accomplished sales executives.

Prior to joining Caribbean Assurance Brokers Limited, she worked with two other Broking Houses in the Insurance Industry where she excelled in her areas of expertise.

She started her Career at Moore's Business Forms Caribbean Limited and was top sales executive for many years. She also had the honour of being named in the top 10 Moore Achievement Club Awards. Her expertise also saw her being the proud re-designer of the Jamaica Government's Immigration card.

Commissioner Naar is a member of the American Women's Group, Sales and Marketing Executives of Jamaica and a member of the Jamaica Computer Society. She currently sits on the boards of the Teachers Services Commission and the Vocational Training Development Institute.



Mr. Howard L. Hamilton CD, JP
COMMISSIONER

Commissioner Hamilton CD, JP is an accomplished, decisive and knowledgeable marketing executive with over 34 years' experience in the petroleum industry.

Mr. Hamilton's expertise in the Petroleum industry began in 1961, with Shell Company West Indies Limited as a Chemical Analyst. His level of expertise led to him becoming the Chemical Sales Manager and later General Manager.

Under his stewardship, Shell became the leading petroleum company in the Caribbean. He also had managerial responsibility for Puerto Rico, Dominican Republic and Haiti. He spearheaded the introduction of unleaded gasoline to the Jamaican market in 1990.

Mr. Hamilton continues to serve the country passionately in the areas of business development, sports and agriculture. For his overall contribution to Jamaica's economic development and his astute business ideas, Mr. Hamilton has been appropriately rewarded by his country with the Order of Distinction, Commander Class.

Mr. Hamilton has held the position of director on the following boards: Jamaica Chambers of Commerce, Comfort Hall Farms Limited and Sports Development Foundation. He also served as Chairman for the following boards: Jamaica Savings and Loans Building Society, Astrom Building Systems Limited, National Sugar Limited, National Rums Limited, Metropolitan Management Transport Holdings Limited and Thoroughbred Owners & Breeders Association.

Mr. Hamilton attended Wolmer's Boys' School before completing his BSc. (Hons.) at the University of the West Indies.

Later, she was able to resurrect KLAS FM with dynamic programming, and her ability to develop a powerful team and create an enviable workplace culture.

Mrs. Burrowes-Seaga is known for delivering results wherever she goes. Her purpose to create workplaces for people to work and grow while reducing stress, anxiety and frustration led her to Coaching and for the past few years, she has coached Senior Managers, Executives and Chief Executive Officers to help them deliver outstanding results in both their personal and professional lives and to create cultures that align with business objectives.

Mrs. Burrowes-Seaga is a Professional Certified Coach by the International Coaching Federation, a COR.E Leadership Dynamics™ Specialist, a COR.E Performance Dynamics™ Specialist, a Prosci Change Manager and an Energy Leadership Index Master Practitioner.

Commissioner Burrowes-Seaga is passionate about people and helping them to level up their lives. Her impact continues to be felt in industries and companies both locally and internationally. She is a member of the Private Sector Organization of Jamaica.



Nadine Burrowes-Seaga, BA, PCC
COMMISSIONER

Commissioner Burrowes-Seaga is a Mindset, Performance and Leadership Coach to Senior Managers, Executives and Chief Executive Officers.

She was a force to be reckoned with in Insurance Sales at Life of Jamaica Ltd.



Anthony Shoucair
COMMISSIONER

Commissioner Shoucair is an experienced businessman with a proven track record of success in entrepreneurial private enterprise leadership spanning the supermarket,

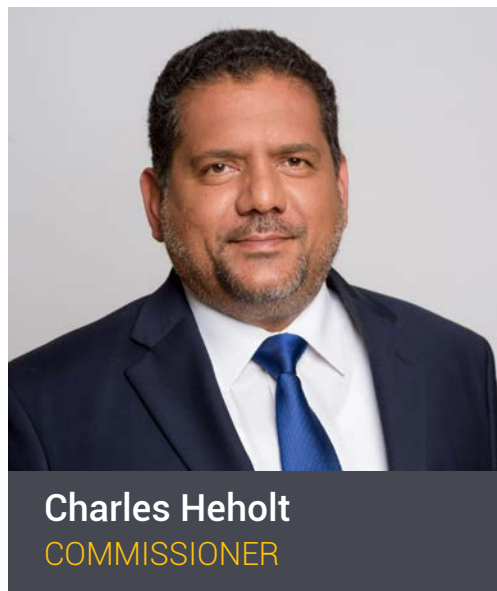
retail and distribution, real estate management and property development sectors.

Mr. Shoucair possesses a Bachelor of Arts in Psychology and a Post Graduate Diploma in Management and Administration, achievements which complement his highly developed business evaluation, analytical, strategic management and problem-solving skills.

Mr. Shoucair's distinguished career in the field of business made him an ideal candidate to sit on Boards in the private and public sector where he has provided and continues to provide effective corporate governance ensuring that the mission, vision and strategic objectives of those organizations are achieved.

Mr. Shoucair currently serves as a Commissioner to the Casino Gaming Commission and the Jamaica Racing Commission.

Commissioner Heholt holds a Bachelor's degree in Engineering and currently serves as a director of the IGL Group. Commissioner Heholt also sits on the Board of the Betting, Gaming and Lotteries Commission.



Charles Heholt
COMMISSIONER



Ronald Young
COMMISSIONER

Commissioner Young graduated from the University of the West Indies Faculty of Law in Barbados in 1999 with a Bachelor of Laws (LLB) Honours Degree. He subsequently obtained his Legal Education Certificate in 2001 from the Norman Manley Law School. Prior to his law degree, Mr. Young attained a Bachelor of Arts Degree, with First Class Honours, from the University of the West Indies, Mona Campus.

He spent four years employed to the law firm of Myers, Fletcher & Gordon, where he was elevated to the position of Senior Associate in the Commercial Department, with emphasis on corporate law, intellectual property, entertainment law, telecommunications law and commercial contracts.

In 2005, Mr. Young was employed to Lime (Cable & Wireless Jamaica Limited) as Legal Advisor (Head of Department) in the Legal, Regulatory and Public Policy Division advising on all aspects of intellectual property, entertainment law, commercial and telecommunications law.

In March of 2008 he started his own law firm, Williams & Young with co-partner, Ambassador Arthur Williams Jnr. In 2019, Mr. Young branched off into his own practice, Young Law, through which he presently practises all aspects of real estate, corporate and commercial law, intellectual property and entertainment law.

Commissioner Young has several years of experience in real estate transactions, commercial and corporate matters, intellectual property, civil litigation and in the entertainment industry.

He has served as secretary of the Bar Associations Intellectual Property Law Committee, Deputy Chairman of the Jamaica Anti-Piracy Alliance (JAPA), and Legal Advisor to the YMCA and the Jamaica Business Development Centre.

Mr. Young also serves, or has served, on several boards as Director including the Financial Services Commission (FSC), Stewarts Hardware Limited and Production Resource Systems Limited (PRS).



Vintoria Bernard FCA, FCCA, BSc
COMMISSIONER

Commissioner Vintoria Bernard is the managing partner of Vintoria Bernard Chartered Accountants. She has a wealth of experience in general management and internal and external auditing.

Miss Bernard has worked with PricewaterhouseCoopers followed by appointments with statutory organizations and entities in the manufacturing and distribution sectors.

Her service to the accountancy profession extends internationally as she has served as Director/Treasurer of the Institute of

Chartered Accountants of the Caribbean and was appointed as Jamaica's representative to the International Assembly of the Association of Chartered Certified Accountants.

Miss Bernard is a fellow of the Association of Chartered Certified Accountants (ICAJ), as well as the Association of Chartered Certified Accountants (ACCA), and she is an associate member of the Association of Certified Fraud Examiners. She holds a B.Sc. (Hons.) in Management Studies from the University of the West Indies. She has provided dedicated service to ICAJ in multiple capacities, including serving as president.

Commissioner Bernard sits on the board of the Public Broadcasting Corporation of Jamaica, chairing its Audit Committee and is a member of the Finance Committee. She was also recently appointed to the board of Edna Manley College of the Visual and Performing Arts.

Miss Bernard's extensive social and community service includes being distinguished president of the Kiwanis Club of Eastern St. Andrew, former board member of the Temple of Light Church of Religious Science, the small Business Association of Jamaica (SBA) and Board Member of Youth Opportunities Unlimited. She is versed in landmark education technology, is a Designated Seminar Leader and has served on the Central Region Designation team.

CORPORATE GOVERNANCE STATEMENT

The Board of the Casino Gaming Commission is committed to supervising the affairs of the Commission, to enhance its effectiveness and efficiency consistent with Government policy as well as the legislative and administrative regulatory framework for the management and accountability of public bodies. The Board's role in the oversight of the Commission requires it to consider the interests of all stakeholders such as the public, actual and potential licensees under the Casino Gaming Act and the officers and employees of the Commission. The Board accordingly affirms its commitment to good governance in managing the affairs of the Casino Gaming Commission.

BOARD CHARTER AND TERMS OF REFERENCE

The Corporate Governance Framework for Public Bodies in Jamaica (Revised October, 2012) recommends that Boards of public bodies have a Charter which defines the roles and responsibilities of the Board, including its responsibilities for corporate governance and its code of ethics. In keeping with the requirements of the Corporate Governance Framework, a Charter and Terms of Reference was prepared and approved by the Board during the financial year.

BOARD COMPOSITION

The Casino Gaming Commission is governed by a Board of Commissioners. Between April – July 2023, the Commission was governed by a Board comprising six members as follows:

- **Clovis Metcalfe, CD, OD – Chairman**
- **Wayne Chen JP – Deputy Chairman**
- **Howard L. Hamilton, CD, JP – Commissioner**
- **Robert Russell, CD, JP, – Commissioner**
- **Ian Murray – Commissioner**
- **Marigold Naar, BA – Commissioner**

A new Board of the Casino Gaming Commission comprising nine members was appointed by the Honourable Minister of Finance and the Public Service for the period June 27, 2022 to June 26, 2025. The Board comprises the following members:

- **Clovis Metcalfe, CD, OD – Chairman**
- **Robert Russell, CD, JP – Deputy Chairman**
- **Marigold Naar, BA – Commissioner**
- **Howard L. Hamilton, CD, JP – Commissioner**
- **Nadine Burrowes-Seaga, PCC – Commissioner**
- **Anthony Shoucair – Commissioner**
- **Charles Heholt – Commissioner**
- **Ronald Young – Commissioner**
- **Vintoria Bernard, FCA, FCCA, BSc. – Commissioner**

BOARD OPERATIONS

Six (6) Board meetings were held during the financial year. During the first quarter of the new financial year (April-June) and the month of July. Board meetings were held electronically.

The new Board of the Commission held its first meeting on September 22, 2022 and resolved to meet on the second Thursday of every other month at 12:00 pm. It was initially agreed that meetings would be in person, but the Board subsequently resolved to have hybrid meetings. In March 2023, the Board resolved to meet on the third Thursday of every other month in the 2023-2024 Financial Year.



APRIL 2022 – JULY 2022

NAMES OF COMMISSIONERS	MEETINGS ATTENDED
Clovis Metcalfe, CD, OD (Chairman)	2/2
Wayne Chen (Deputy Chairman)	2/2
Howard L. Hamilton, CD, JP	2/2
Robert Russell, CD, JP	2/2
Ian Murray	1/2
Marigold Naar BA	1/2

SEPTEMBER 2022 – MARCH 2023

NAMES OF COMMISSIONERS	MEETINGS ATTENDED
Clovis Metcalfe, CD, OD (Chairman)	4/4
Robert Russell, CD, JP (Deputy Chairman)	4/4
Marigold Naar BA	2/4
Howard L. Hamilton, CD, JP	3/4
Nadine Burrowes-Seaga, PCC	3/4
Anthony Shoucair	3/4
Charles Heholt	3/4
Ronald Young	3/4
Vintoria Bernard, FCA, FCCA, BSc.	3/4

BOARD COMMITTEES

During the 2022-2023 Financial Year, the Board established four (4) Committees – Finance, Audit & Risk Management, Human Resources and Licensing. The terms of reference for the Finance, Audit & Risk Management and Human Resources committees which set out the responsibilities, objectives, membership and procedures for meetings of

these Committees were approved by the Board during the financial year. Committees provide the Board with reports at each Board meeting, and matters that require the full Board's consideration are highlighted for further discussion and/or decision-making.

COMMITTEE FUNCTIONS

FINANCE COMMITTEE

Monitors the Commission's financial records

Reviews and oversees the creation of accurate, complete, timely, and meaningful financial statements for presentation to the Board

Reviews the Commission's annual budget and recommends its approval by the full Board

Monitors budget implementation and financial procedures, and anticipates financial problems

Monitors and ensures safeguarding of assets

Monitors compliance with government, and other financial reporting requirements.

AUDIT AND RISK MANAGEMENT COMMITTEE

Appoints, approves the fees of, and terminates the independent auditor. Reviews the terms of the auditor’s engagement each year and considers auditor rotation at least every five (5) years.

Approves any non-audit services performed by the auditing firm.

Reviews the scope and plan of the audit proposed by the independent auditor.

Oversees the performance of the auditor.

Recommends approval of the annual audit report to the full Board.

Conducts post-audit reviews of the financial statements and audit findings, including any significant suggestions for improvements provided to management by the independent auditor.

Confers with the auditor in executive sessions to ensure the affairs of the Commission are in order.

Enquires of management and the independent auditor about significant risks or exposures facing the Commission.

Assesses the steps management has taken to minimize such risks; and periodically review compliance with such steps.

Reviews the adoption, implementation and adequacy of the Commission’s internal control structure.

Monitors compliance with the Commission’s code of ethics/conduct and conflict-of-interest policy.

Oversees policies and procedures for encouraging whistleblowers to report questionable accounting or auditors matters relating to the Commission.

Reviews, with the Commission’s General Counsel, any legal or regulatory matters that could have a significant effect on the organization’s financial statements.

Reviews the findings of any examinations by regulatory agencies.

Reviews the policies and procedures in effect for the review of executive compensation and benefits.

If necessary, institutes special investigations and if appropriate, hires special counsel or experts to assist with the special investigations.

Oversees the work of the public accounting firm employed by the Commission to conduct the annual audit.

Resolves any disagreements between management and the external auditor regarding financial reporting.

Seeks any information it requires from external parties, or management and employees, all of whom are directed to cooperate with the Committee’s requests.

Oversees the work of the internal audit function and make recommendations to management for addressing reported breaches of internal control and improving the control environment.

Meets with Commission officers, external auditors, or outside counsel, as necessary.

Reviews and makes recommendations to the Board on policies and programs, and modifications to the Commission’s governance structure.

The Commission’s Audit Committee was renamed the Audit & Risk Management Committee. As renamed, the Committee’s mandate was expanded to include enterprise risk management.

During the financial year, the Committee reviewed its Terms of Reference as well as its engagement of McKenley and Associates, the Commission’s then external auditor, who had been appointed to audit the Commission’s accounts since 2013. The Audit Committee recommended that the external auditor be changed, and the Commission commenced the procurement process towards the end

of the financial year by seeking Requests for Proposals (RFPs) from audit firms. The process is expected to continue in the new 2023-2024 financial year. The Committee amended its Terms of Reference and sought and obtained the Board’s approval of the amended Terms of Reference.

HUMAN RESOURCES COMMITTEE

COMMITTEE FUNCTIONS

Develops and keeps under review a Human Resource Management Policy and makes recommendations to the Board in relation to matters pertaining to the Commission’s policy regarding:

- **Staffing**
- **Recruitment, remuneration, employment, succession planning and other human resource activities specific to executive management of the Commission to ensure effectiveness and strategic congruence**
- **Termination of employment**
- **Training and development**
- **Pay, pensions and rewards**
- **Performance management appraisals**
- **Industrial relations, employment law compliance, conduct and discipline and health and welfare issues**

Consider and advise the Board on Human Resource Management matters referred for the Board’s attention

Keep under review the leadership needs of the organization, both executive and no-executive, with a view to ensuring the Commission’s sustainability

While there were no committee meetings during the financial year, the Committee reviewed and approved its Terms of Reference via round robin resolution, sought

and obtained the Board’s approval of the amended Terms of Reference.

LICENSING COMMITTEE

COMMITTEE FUNCTIONS

Reviews and makes recommendations to the Board regarding:

- the granting or refusal of applications for licenses
- investigations to be conducted in relation to a license application
- the approval processes for licenses as provided by the Casino Gaming Act and regulations made under the Act

Ensures that licensing functions are transparent and equitable and are conducted in conformity with the provisions of the Casino Gaming Act, regulations made under the Act and other relevant laws and guidelines

Develops policies and requirements with respect to the grant of licenses to the new licensees, the renewal of licenses and reinstatement of licensees

Considers and approves the conditions of licenses

Sets and approves the assessment criteria and standards for approval processes

Assists the Board with the effective discharge of its governance and oversight responsibilities specific to the licensing operations of the Commission

The Licensing Committee was established by the Board during the financial year. The Committee did not meet during the financial year but is reviewing its Terms

of Reference to ensure that it is able to discharge its functions having regard to the activities taking place in the integrated resort development sector.

MEMBERSHIPS

AUDIT AND RISK MANAGEMENT COMMITTEE

APRIL – JULY 2022

MEMBERSHIP	MEETINGS HELD
Marigold Naar – Chair	1/1
Wayne Chen – Member	0/1
Howard L. Hamilton, CD, JP – Member	0/1
Ian Murray – Member	1/1

AUDIT AND RISK MANAGEMENT COMMITTEE

SEPTEMBER 22, 2022 - MARCH 31, 2023

MEMBERSHIP	MEETINGS HELD
Vintoria Bernard, FCA, FCCA, BSc – Chair	1/1
Marigold Naar – Member	1/1
Ronald Young - Member	1/1

FINANCE COMMITTEE

APRIL – JULY 2022

MEMBERSHIP	MEETINGS HELD
Ian Murray – Chair	1/1
Wayne Chen, JP – Member	1/1
Howard L. Hamilton, CD, JP – Member	1/1
Robert Russell, CD, JP – Member	1/1

FINANCE COMMITTEE

SEPTEMBER 22, 2022 - MARCH 31, 2023

MEMBERSHIP	MEETINGS HELD
Howard L. Hamilton, CD, JP - Chair	2/2
Marigold Naar, BA – Member	2/2
Anthony Shoucair – Member	1/2

HUMAN RESOURCES COMMITTEE

SEPTEMBER 22, 2022 - MARCH 31, 2023

MEMBERSHIP	MEETINGS HELD
Nadine Burrows-Seaga - Chair	0
Robert Russell, CD, JP – Member	0
Howard Hamilton, CD, JP - Member	0

LICENSING COMMITTEE

SEPTEMBER 22, 2022 - MARCH 31, 2023

MEMBERSHIP	MEETINGS HELD
Ronald Young - Chair	0
Anthony Shoucair - Member	0
Charles Heholt - Member	0

Board Training and Development

In February 2023, the Board participated in a one-day Board Retreat held at the Terra Nova Hotel. The Retreat included presentations by the Public Enterprises Division in the Ministry of Finance and the Public Service, Tax Administration Jamaica and the Integrity Commission. The presentations covered corporate governance in public bodies, enterprise risk management and anti-corruption and good governance. These sessions were aimed at building capacity in corporate governance in order to satisfy the mandate of 'becoming au fait with, among other things, Jamaica's corporate governance framework for public bodies (including laws and policies)'.



In March 2023, the Board and staff of the Commission participated in a two-day workshop conducted by JL Major Consulting Inc. The presentations covered casino regulatory philosophy and approach and a general overview of casino regulation.

The Chairpersons of the Commission’s Licensing and Audit and Risk Management Committees as well as the Commission staff participated in a one-day online workshop in Internal Controls in Casinos. The Workshop was conducted by the University of Nevada, Las Vegas International Center for Gaming Regulation.

BOARD PERFORMANCE EVALUATION

A Board Performance Evaluation was not conducted for the Board or its Committees during the financial year. Since the newly appointed Board convened its first meeting in September 2022, the Board Performance Evaluation will be conducted in September 2023 to allow the Board a full year of performance to be evaluated.

BOARD CODE OF ETHICS AND MANAGEMENT OF CONFLICTS OF INTEREST

There were no reported conflicts of interest during the financial year. A conflict-of-interest declaration is set on the agenda of each Board and Committee meeting and a register of conflicts is maintained and updated, as required. The Board continues to be guided by and apply the Government’s Code of Ethics for Board Members and Executive Officers of Public Bodies.

COMPENSATION FOR BOARD OF COMMISSIONERS

Name and Position of Director	Fees \$	Motor Vehicle Upkeep/Traveling Or Value Of Assignment of Motor Vehicle \$	Honoraria \$	All other compensation including non-cash benefits as applicable \$	Total \$
Clovis Metcalfe, C.D., O.D, - Chairman	105,000.00				105,000.00
Robert Russell, CD, JP - Deputy Chairman	52,500.00	89,208.00			141,708.00
Marigold Naar, BA - Commissioner	43,500.00				43,500.00
Howard L. Hamilton, CD, JP - Commissioner	64,500.00				64,500.00
Nadine Burrowes-Seaga, PCC - Commissioner	30,000.00				30,000.00

Name and Position of Director	Fees \$	Motor Vehicle Upkeep/Traveling Or Value Of Assignment of Motor Vehicle \$	Honoraria \$	All other compensation including non-cash benefits as applicable \$	Total \$
Anthony Shoucair - Commissioner	27,000.00				27,000.00
Charles Heholt - Commissioner	22,500.00				22,500.00
Ronald Young - Commissioner	34,500.00				34,500.00
Vintoria Bernard, FCA, FCCA, BSc. - Commissioner	37,500.00				37,500.00
Wayne Chen - Deputy Chairman and Commissioner (former) (April - July 2023)	19,500.00				19,500.00
Ian Murray - Commissioner (former) (April - July 2023)	19,500.00				19,500.00
Total	456,000.00	89,208.00			545,208.00

EXECUTIVE MANAGEMENT AND STAFF



Cleveland Allen LL.B, CLE
Chief Executive Officer

Cleveland Allen is an Attorney-at-Law called to the Bar in Jamaica and Barbados. Cleveland has experience in litigation, commercial and gaming law. He joined the Casino Gaming Commission in 2014 as Legal Officer and Commission Secretary, and subsequently moved to the Betting, Gaming and Lotteries Commission as Senior Legal Officer, eventually returning to the Casino Gaming Commission as Chief Executive Officer in April 2022. He therefore has a wealth of expertise in the local gaming regulatory sector.



Vivia Levy Richards FCCA, FCA, MBA
Director of Finance and Administration

Vivia Levy-Richards is a fellow of the Association of Chartered Certified Accountants (ACCA) UK and the Institute of Chartered Accountants of Jamaica (ICAJ). She is also a graduate of the University of South Wales with a master's degree in business administration. Mrs. Richards has over 15 years' experience in various accounting roles, namely, Financial Accounting, Internal Audit and External Audit. She has served in both public and private sectors at senior and managerial levels.



André Bascoe LL.B, CLE
Legal Officer and Corporate Secretary

André Bascoe was admitted to the Bar in 2015. He has over seven years' experience at the public bar where he has provided legal representation and advice to the Government in Constitutional and Administrative Law, Policy Development and Legislative Drafting. Prior to joining the Casino Gaming Commission as Legal Officer and Corporate Secretary, he served as Crown Counsel in the Constitutional and Legislative Affairs Division of the Attorney-General's Chambers and subsequently Assistant Director of Legal Reform in the Legal Reform Department.



Amoi Patrick-Tucker
Executive Assistant

Amoi Patrick-Tucker is a Certified Professional Secretary (CPS) with over 35 years' experience in that field. Before joining the Casino Gaming Commission in May 2022, she worked at the COK Co-operative Credit Union for eighteen years where she was awarded the prestigious Torch Bearer Award five times. Mrs. Patrick-Tucker is an excellent team player, service oriented and demonstrates a strong work ethic and commitment to getting the job done. Her hobbies include baking, reading a great novel (Sydney Sheldon or James Patterson) or bingeing on the Law and Order Series.



Deanna Sanderson
Accounting Technician

Deanna Sanderson is a dynamic and accomplished professional with a passion for excellence, meticulous attention to detail and strong organizational skills. She holds a Bachelors Degree in Accounting and has 6 years of experience in the commercial sector, and is passionate about swimming and singing, and work-life integration.

Casino Gaming Commission

YEAR IN REVIEW

CHANGE IN LEADERSHIP, STAFF COMPLEMENT AND COMMISSION'S MANDATES

At the start of the financial year, a new Chief Executive Officer was appointed to the Casino Gaming Commission. On his appointment, the Chief Executive Officer was tasked by the Ministry of Finance and the Public Service (MoFPS) with the following mandates:

(a) activate the established posts approved for re-activation by the MoFPS to ensure that the requisite personnel are in place to facilitate operational activities should applicants for an approved integrated resort development order be recommended to the Minister of Finance and the Public Service for approval;

(b) prepare a schedule for the completion of the development of outstanding regulations required to be made under section 72 of the Casino Gaming Act, and prepare a plan of action outlined in order to give effect to casino operations contemplated in the next three (3) years.

Since the receipt of these mandates, the Commission filled four (4) of the eight (8) posts which were approved for re-activation by the MoFPS. A significant challenge that delayed the recruitment process was the identification of an appropriate physical plant to house the Commission's staff as approved for re-activation by the MoFPS.

Capital Projects

RENOVATION OF BETTING, GAMING AND LOTTERIES COMMISSION'S ANNEX

The Government has taken the decision to merge the Betting, Gaming and Lotteries Commission (BGLC), the Jamaica Racing Commission and the Casino Gaming Commission into a single entity with responsibility for regulating the conduct of gaming and racing in Jamaica. As part of the deliverables in giving effect to the Government's decision, the Commission relocated to the premises of the BGLC. The BGLC's Annex was identified as a suitable plant to house the Commission's staff but required renovations to accommodate the full cohort of the Commission's staff. Renovation works on the Annex commenced in January 2023 and concluded in March 2023. The Commission's staff began occupying the space in March 2023. The hiring process of the Commission's staff will continue in the new financial year.



OVERSEAS TRAVEL

The Commission travelled overseas on three (3) occasions during the financial year for official purposes.

Caribbean Financial Action Task Force Plenary

In April and November 2022, the Commission participated in the Caribbean Financial Action Task Force's Plenary as part of a delegation from Jamaica. The plenaries were held in Trinidad and Tobago and the Cayman Islands respectively. The Commission's participation at plenary is as a result of the Commission's membership on Jamaica's National Anti-Money Laundering and Terrorism Financing Committee. The Commission is the competent authority for the regulation of casino operators in Jamaica for the purpose of ensuring compliance with Jamaica's Anti-Money Laundering, Countering Terrorist Financing and Countering Proliferation Financing laws. In 2013, casino operators were designated as non-financial institutions for the purposes of the Proceeds of Crime Act. In 2017, casino operators were designated as reporting entities for the purposes of the Terrorism Prevention Act.

Gaming Regulation International Policy Summit, Las Vegas

From September 11-16, 2022, the Commission participated in the Gaming Regulation International Policy Summit hosted by the University of Nevada, Las Vegas' International Center for Gaming Regulation. The event was held in Las Vegas and included presentations on public policy and regulatory concepts in gaming regulation, security and asset protection, leadership, management and communications, and gaming and internet technology. The Conference concluded with a tour and Question and Answer session at an integrated resort in Las Vegas. Representatives from the Commission were able to speak with managers of various departments in the integrated resort. The Conference also served to build and strengthen capacity in casino regulation.



Gaming Regulation
International Policy Summit



INTERNATIONAL MEMBERSHIP

The Commission continues to build and strengthen capacity in casino gaming regulation through its participation in overseas conferences and international associations. In March 2023, the Commission's Chief Executive Officer was appointed to the Board of Trustees of the International Association of Gaming Regulators (IAGR). The IAGR is the leading international industry body for gaming and gambling regulators, representing jurisdictions and regulators across the globe. IAGR informs, advocates, educates, protects and unifies its members. As a member of the Board of Trustees the CGC will endeavour to continue the trend of ably representing the issues and concerns of Jamaica and other Caribbean jurisdictions.



REGULATORY FRAMEWORK

The Commission engaged a legislative drafting consultant in September 2022 to assist in the preparation of detailed drafting instructions to give effect to the outstanding regulations which are required to be made under section 72 of the Casino Gaming Act. The drafting instructions were submitted to the Commission's parent Ministry, the Ministry of Finance and the Public Service in November 2022. The drafting instructions were revised in March 2023 to incorporate comments from the Ministry of Finance and the Public Service and will be submitted to the Office of the Parliamentary Counsel at the beginning of the new financial year.

The Commission also submitted its updated Guidance Notes to the Ministry of National Security to obtain the Minister's approval. The Commission expects that once the Minister issues his approval, the Guidance Notes will be published in the Gazette in the new financial year.

TRAINING AND STAFF DEVELOPMENT

The Commission's staff participated in a number of activities during the financial year aimed at building capacity across key areas relative to the Commission's operations.

Training undertaken during the month of December

In December 2022, the Chief Executive Officer, Director of Finance and Administration and Legal Officer participated in a one-day online training session conducted by the Balanced Scorecard Institute. The session was aimed at building knowledge on the use of the Balanced Scorecard as a tool to assist in the development of a Corporate/Strategic Plan.

The Commission's Executive Assistant also participated in a one-day online training session in December 2022, hosted by the Management Institute of National Development (MIND). The theme of the session was "Training Managers Creating Value through a Culture of High Performance".

Finally, the Commission's Legal Officer and Executive Assistant participated in a one-day training session presented by the Jamaica Archives and Records Department (JARD). The session was geared at developing classification schemes for documents and increasing awareness in the Government's Record and Information Management Policy Framework.

Training undertaken during the month of March

In March 2023, the Commission's Director of Finance and Administration and Accounting Technician participated

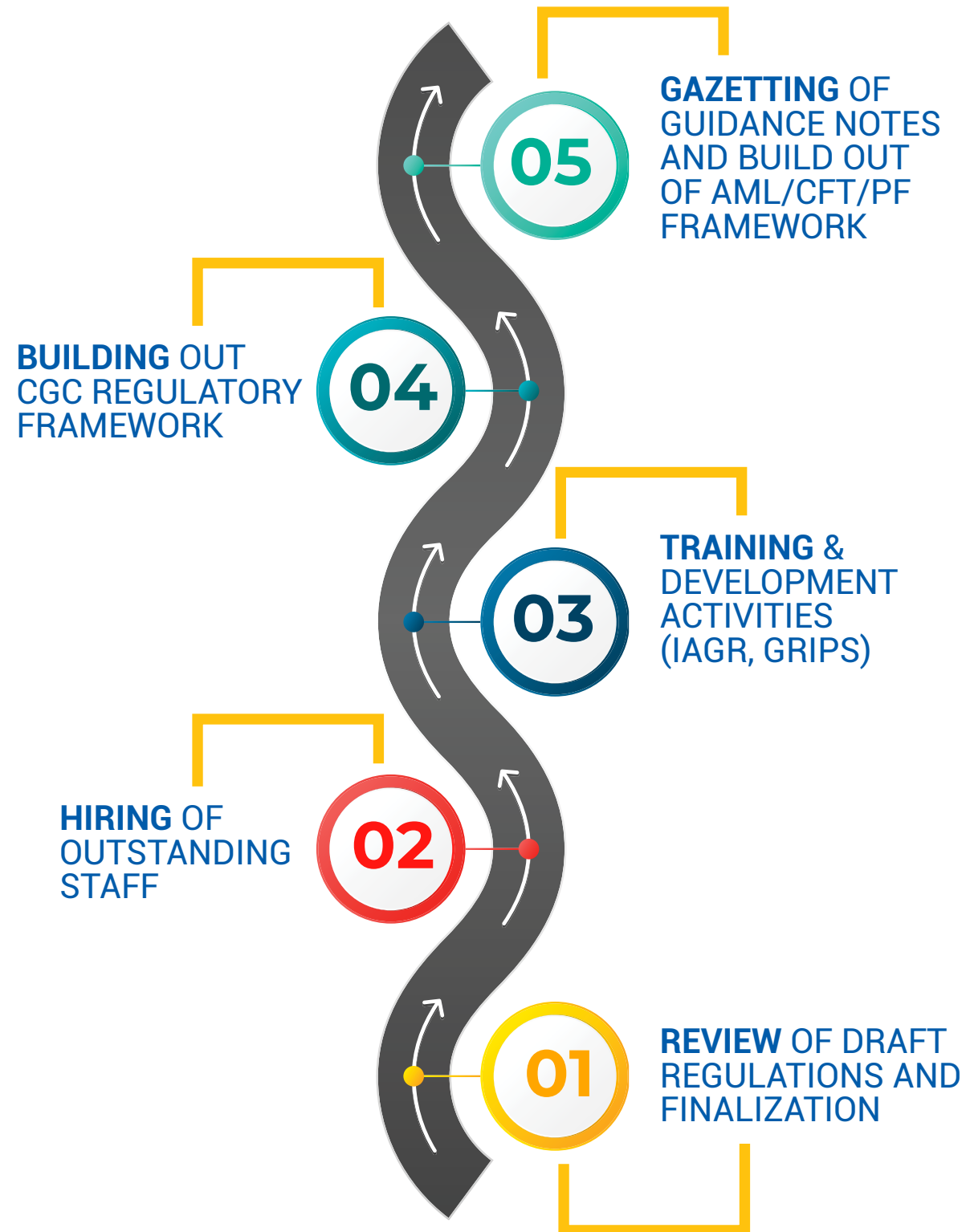
in a three-day workshop. The purpose of the workshop was to build and/or strengthen capacity in the use of MDSL Software, the Commission's accounting software.

COMPENSATION FOR SENIOR EXECUTIVE MEMBERS FOR FINANCIAL YEAR ENDED MARCH 31, 2023

Name and Position of Senior Executive	Year \$	Salary \$	Gratuity or Performance Incentive \$	Traveling Allowance or Value of Assignment of Motor Vehicle \$	Pension or other retirement Benefits \$	Other Allowances \$	Non-Cash Benefits \$	Total \$
Cleveland Allen – Chief Executive Officer	2022 / 2023	10,404,764.98		1,697,153				12,101,917.98
Vivia Levy-Richards – Director, Finance & Administration	2022 / 2023	2,772,602.52		848,574				3,621,176.52
Total		13,177,367.50		2,545,727.00				15,723,094.50

THE ROAD AHEAD

ROAD MAP FOR 2023-2024 FINANCIAL YEAR



FINANCIAL STATEMENTS



The Casino Gaming Commission

Financial Statements 31 March 2023

The Casino Gaming Commission

Index 31 March 2023

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INDEPENDENT AUDITORS' REPORT

To the Commissioners of
The Casino Gaming Commission

Report on the audit of the Financial Statements

Opinion

We have audited the financial statements of The Casino Gaming Commission ("The Commission") set out on pages 1 to 18, which comprise the statement of financial position at 31 March 2023, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion the financial statements give a true and fair view of the financial position of the Commission as at 31 March 2023, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Other matter

The financial statements of The Casino Gaming Commission for the year ended March 31, 2022 were examined by another firm of auditors who expressed an unmodified opinion on those financial statements in their report, dated July 15, 2022.

.../2

ADVISORY • ASSURANCE • TAX

PARTNERS: Wayne Strachan; FCA;FCCA;MBA Emile Lafayette; FCA;FCCA;MBA Roxiana Malcolm-Tyrell; FCA;FCCA;MBA

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INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Commissioners of
The Casino Gaming Commission
Page 2

Report on the audit of the Financial Statements (continued)

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Commission, or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Commission's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.

.../4



INDEPENDENT AUDITORS' REPORT (CONTINUED)

To the Commissioners of
The Casino Gaming Commission
Page 4

Report on the audit of the Financial Statements (continued)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

We communicate with the Board of Commissioners regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

As required by the Casino Gaming Act, the Public Bodies Management and Accountability Act, and the Financial Administration and Audit Act, we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit.

In our opinion, proper accounting records have been maintained, so far as appears from our examinations of those records, and the financial statements are in agreement therewith and give the information required by the Casino Gaming Act, the Public Bodies Management and Accountability Act, and the Financial Administration and Audit Act, in the manner so required.

Baker Tilly

Chartered Accountants
Kingston, Jamaica
11 September 2023


Page 1

The Casino Gaming Commission

Statement of Financial Position As at 31 March 2023

	Note	2023 \$	2022 \$
ASSETS			
Non-current assets			
Property, plant and equipment	5	12,642,713	4,400,526
		<u>12,642,713</u>	<u>4,400,526</u>
Current assets			
Receivables	6	856,383	65,267
Cash and cash equivalents	7	20,851,204	12,652,428
		<u>21,707,587</u>	<u>12,717,695</u>
TOTAL ASSETS		<u>34,350,300</u>	<u>17,118,221</u>
EQUITY AND LIABILITIES			
Accumulated surplus		<u>22,439,914</u>	<u>16,332,814</u>
Current liabilities			
Payables	8	11,910,386	785,407
		<u>11,910,386</u>	<u>785,407</u>
TOTAL EQUITY AND LIABILITIES		<u>34,350,300</u>	<u>17,118,221</u>

Approved for issue by the Board on 11 September 2023 and signed on its behalf by:


Clovis Metcalfe Chairman


Vintoria Bernard Commissioner

The Casino Gaming Commission

Statement of Comprehensive Income Year ended 31 March 2023

	Note	2023	2022
		\$	\$
Grant income	9	56,104,936	32,569,408
Administrative and operating expenses	10	(49,936,288)	(27,820,801)
Operating surplus		6,168,648	4,748,607
Finance costs, net	13	(61,548)	(55,598)
Surplus from operations		6,107,100	4,693,009
Taxation	14	-	-
Net surplus for the year		6,107,100	4,693,009

The Casino Gaming Commission

Statement of Changes in Equity Year ended 31 March 2023

	Accumulated surplus	Total
	\$	\$
Balance at 1 April 2021	11,628,445	11,628,445
Net surplus for the year	4,693,009	4,693,009
Prior year adjustment	11,360	11,360
Balance at 31 March 2022	16,332,814	16,332,814
Net surplus for the year	6,107,100	6,107,100
Balance at 31 March 2023	22,439,914	22,439,914

The Casino Gaming Commission

Statement of Cash Flows Year ended 31 March 2023

	2023	2022
	\$	\$
CASH RESOURCES WERE (USED IN)/PROVIDED BY:		
Cash Flows from Operating Activities		
Surplus for the year	6,107,100	4,693,009
Adjustments for:		
Depreciation	1,553,176	871,200
Prior year adjustment	-	11,360
	<u>7,660,276</u>	<u>5,575,569</u>
Changes in operating assets and liabilities:		
(Increase)/decrease in receivables	(791,116)	2,182,428
Increase/(decrease) in payables	11,124,979	(216,384)
Cash provided by operating activities	<u>17,994,139</u>	<u>7,541,613</u>
Cash Flows from Investing Activity		
Purchase of property, plant and equipment	(9,795,364)	(3,789,508)
Net cash used in investing activity	<u>(9,795,364)</u>	<u>(3,789,508)</u>
Net increase in cash and cash equivalents	8,198,776	3,752,105
Cash and cash equivalents at beginning of the year	<u>12,652,428</u>	<u>8,900,323</u>
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	<u><u>20,851,204</u></u>	<u><u>12,652,428</u></u>
Represented by:		
Cash and cash equivalents	<u><u>20,851,204</u></u>	<u><u>12,652,428</u></u>

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

1. Identification and principal activities

The Casino Gaming Commission was established by the Casino Gaming Act, 2010. Its principal activity is to regulate and control casino gaming in Jamaica. The principal place of business is located at 78 CEF Hagley Park Road, Kingston 10.

The financial statements are presented in Jamaican dollars, which is the functional currency.

The principal functions of the entity includes:

- a. Regulate and control casino gaming in Jamaica;
- b. Approve systems of controls for, and administrative and accounting procedures in casinos, in order to ensure integrity and fairness in casino gaming;
- c. Conduct investigations into the operation of casinos and the holders of specified offices
- d. Institute measures and controls to:
 - i. Protect the vulnerable, including children, from any harm or exploitation arising from casino gaming;
 - ii. Limit opportunities for crime or any disorder associated with casinos;
 - iii. Facilitate responsible casino gaming;
 - iv. Prevent money laundering and the financing of terrorist activities in relation to casino gaming;
- e. Advise the Minister of Finance and the Public Service on matters of general policy relating to casino gaming in Jamaica and
- f. Carry out such other functions pertaining to casino gaming as may be assigned to it by or under the Act or any other enactment.

Funding

The Casino Gaming Commission secured funding for operations for the period under review from the Government of Jamaica (GOJ).

The Casino Gaming Act

The Casino Gaming Act was passed in 2010, and its objects are to;

- a) Establish a regulatory scheme for the conduct of casino gaming in Jamaica;
- b) Encourage the establishment of a number of substantial integrated resort developments by licensing the carrying on of casino gaming as part of a mix of various tourism amenities and facilities available to guests of hotels in such developments;
- c) Ensure that casino gaming is conducted in a fair and open manner;
- d) Ensure that casino gaming is regulated efficiently and effectively;
- e) Prevent casino gaming from being a source of crime or disorder or being used to support crime, and
- f) Protect children and other vulnerable persons from exploitation due to casino gaming.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied for all the years presented. Where necessary, prior year comparatives have been restated and reclassified to conform to current year presentation.

(a) Basis of preparation

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and their interpretations adopted by the International Accounting Standards Board and have been prepared under the historical cost convention as modified by the revaluation of certain financial assets. They are also prepared in accordance with the provisions of the Jamaican Companies Act.

The financial statements comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and the notes.

The preparation of financial statements in compliance with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the end of the reporting period and the total comprehensive income during the reporting period. The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known. The areas involving a higher degree of judgement in complexity or areas where assumptions or estimates are significant to the financial statements are discussed in note 4.

Standards and amendments to published standards effective in the current year that are relevant to the company's operations

There were no new standards, interpretations and amendments to existing standards which have been published that became effective during the current financial year that is relevant to the Commission's operations.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

2. Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Standards, amendments, and interpretations to existing standards that are not yet effective and have not been early adopted by the company

At the date of authorisation of the financial statements, certain new accounting standards, amendments and interpretation to existing standards have been issued which are not yet effective, and which the company has not early adopted. The company has assessed the relevance of all such new standards, interpretations and amendments and has determined that the following may be relevant to its operations. Unless stated otherwise, the impact of the changes is still being assessed by management:

Narrow scope amendments to IAS 1, Practice statement 2 and IAS 8, (effective for annual reporting periods beginning on or after January 1, 2023). The amendments aim to improve accounting policy disclosures and to help users of the financial statements to distinguish between changes in accounting estimates and changes in accounting policies.

The amendments in Classification of Liabilities as Current or Non-current - Amendments to IAS 1 (effective for annual reporting periods beginning on or after January 1, 2023) affect only the presentation of liabilities in the statement of financial position - not the amount or timing of recognition of any asset, liability income or expenses, or the information that entities disclose about those items. They:

- clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the "right" to defer settlement by at least twelve months and make explicit that only rights in place "at the end of the reporting period" should affect the classification of a liability;
- clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and
- make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

There are no other standards, interpretations or amendments to existing standards that are not yet effective that would be expected to have a material impact on the operations of the company.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

2. Summary of significant accounting policies (continued)

(b) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Depreciation is calculated on a straight-line basis at rates to write off the carrying value of the assets over their expected useful lives. The rates used to write off the cost of assets are as follows:

Leasehold Improvement	2.5%
Furniture and Fixture	10%
Computers	20%
Motor Vehicle	20%

The asset residual values and useful lives are revised and adjusted if appropriate, at each reporting date. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Repairs and maintenances are charged to the statement of comprehensive income during the financial period in which they are incurred.

(c) Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand.

(d) Receivables

Receivables are carried at amortized cost.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

2. Summary of significant accounting policies (continued)

(e) Payables

Payables, including provisions, are stated at their nominal value. A provision is recognised in the statement of financial position when the company has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. If the effect is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money, and where appropriate, the risks specific to the liability. Lottery prize liabilities are recorded at the actual amounts for the prizes.

(f) Revenue

Revenue comprised subventions and interest income. Revenue is recognized as follows:

Grants

Budgetary support from the Ministry of Finance and the Public Service is considered as government grants and are recognised in the accounting period when there is reasonable assurance that they will be received.

Advances from the Ministry of Finance and the Public Service are in lieu of approved budgetary allocations from the Central Government for use in the establishment of the Commission. The approved allocated amounts are considered as grants.

During the year, no casino licenses were issued, and thus the Commission did not earn fees from prospective applicants.

Interest income

Interest income is recognized in the statement of comprehensive income for all interest-bearing instruments on an accrual basis using the effective yield method based on the actual purchase price.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

3. Financial risk management

(a) Market risk

The company takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Market risk exposures are measured using sensitivity analysis. There has been no significant change in exposure to market risks or the manner in which it manages and measures the risk.

At the statement of financial position date, the business had no significant exposure to market risk.

(i) Liquidity risk:

Liquidity risk is the risk that the company is unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

Liquidity risk management process

The company's liquidity management process includes:

- (i) Monitoring future cash flows and liquidity on a daily basis;
- (ii) Maintaining marketable and diverse assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;
- (iii) Maintaining a committed line of credit;
- (iv) Optimizing cash returns on investment.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

3. Financial risk management (continued)

(a) Market risk (continued)

(i) Liquidity risk: (continued)

Undiscounted cash flows of financial liabilities

The maturity profile of the company's financial liabilities at year end on contractual undiscounted payments was as follows:

	Carrying amount	Contractual cash flows	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 years
	\$	\$	\$	\$	\$	\$
	2023					
Payables	11,910,386	11,910,386	11,910,386	-	-	-
	11,910,386	11,910,386	11,910,386	-	-	-
	2022					
	\$	\$	\$	\$	\$	\$
Payables	785,407	785,407	785,407	-	-	-
	785,407	785,407	785,407	-	-	-

Assets available to meet all of the liabilities and to cover financial liabilities include cash and cash equivalents.

(ii) Cash flow risk:

Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

The company manages this risk through budgetary measures ensuring, as far as possible, that cash flows from financial assets and liabilities are matched to mitigate any significant adverse cash flows

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

3. Financial risk management (continued)

(a) Market risks (continued)

(iii) Interest rate risk (continued)

The following table summarises the company's exposure to interest rate risk. It includes the company's financial assets at carrying amounts, categorized by the contractual re-pricing or maturity dates.

	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 Years	Non-interest bearing	Total
	\$	\$	\$	\$	\$	\$
2023						
Assets						
Receivables	-	-	-	-	856,383	856,383
Cash and cash equivalents	20,845,504	-	-	-	5,700	20,851,204
Total financial assets	20,845,504	-	-	-	862,083	21,707,587
Liabilities						
Payables	-	-	-	-	11,910,386	11,910,386
Total financial liabilities	-	-	-	-	11,910,386	11,910,386
Total interest re-pricing gap	20,845,504	-	-	-	(11,048,303)	9,797,201

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Notes to the Financial Statements 31 March 2023

3. Financial risk management (continued)

(a) Market risks (continued)

(iii) Interest rate risk(continued)

	Within 1 month	1 to 3 months	3 to 12 months	1 to 5 Years	Non-interest bearing	Total
	\$	\$	\$	\$	\$	\$
2022						
Assets						
Receivables	-	-	-	-	65,267	65,267
Cash and cash equivalents	12,632,428	-	-	-	20,000	12,652,428
Total financial assets	12,632,428	-	-	-	85,267	12,717,695
Liabilities						
Payables	-	-	-	-	785,407	785,407
Total financial liabilities	-	-	-	-	785,407	785,407
Total interest re-pricing gap	12,632,428	-	-	-	(700,140)	11,932,288

(b) Fair value estimates

Fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arm's length transaction. Market price is used to determine fair value where an active market (such as a recognized stock exchange) exists as it is the best evidence of the fair value of a financial instrument.

The carrying amounts included in the financial statements for cash, director's account, related party balance, receivables and payables reflect their approximate fair values because of the short-term nature of these instruments.

The amount included in the financial statements for lease liability reflect the amortized cost.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

4. Critical accounting estimates and judgements in applying accounting policies

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will seldom equal the related actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(i) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The company applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

(ii) Fair value of financial assets

The management uses its judgment in selecting appropriate valuation techniques to determine fair values of financial assets adopting valuation techniques commonly used by market practitioners supported by appropriate assumptions (note 3).

(iii) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the company's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in the Credit risk note.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

5. Property, plant and equipment

	Leasehold Improvement	Furniture & Fixtures	Computers	Total
	\$	\$	\$	\$
Cost-				
1 April 2021	-	3,045,350	4,910,440	7,955,790
Additions	-	-	3,789,508	3,789,508
31 March 2022	-	3,045,350	8,699,948	11,745,298
Additions	8,253,334	1,434,629	107,400	9,795,363
31 March 2023	8,253,334	4,479,979	8,807,348	21,540,661
Depreciation -				
1 April 2021	-	1,998,107	4,475,465	6,473,572
Charge for the year	-	304,522	566,678	871,200
31 March 2022	-	2,302,629	5,042,143	7,344,772
Charge for the year	17,194	442,320	1,093,662	1,553,176
31 March 2023	17,194	2,744,949	6,135,805	8,897,948
Net Book Value -				
31 March 2023	8,236,140	1,735,030	2,671,543	12,642,713
31 March 2022	-	742,721	3,657,805	4,400,526

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Notes to the Financial Statements 31 March 2023

6. Receivables

	<u>2023</u>	<u>2022</u>
	\$	\$
Other receivables	856,383	65,267

7. Cash and cash equivalents

	<u>2023</u>	<u>2022</u>
	\$	\$
Sagicor Bank Jamaica Limited	20,845,504	12,632,428
Cash in hand	5,700	20,000
	<u>20,851,204</u>	<u>12,652,428</u>

Cash and cash equivalents substantially comprise interest bearing savings and operating accounts held at licensed commercial banks in Jamaica. The rate of interest earned on the company's savings account ranges from 0% to 0.6% (2022: 0% - 0.6%).

8. Payables

	<u>2023</u>	<u>2022</u>
	\$	\$
Accruals	1,536,274	725,000
Statutory liabilities	729,201	-
Other	9,644,909	60,407
	<u>11,910,384</u>	<u>785,407</u>

9. Grant income

Grant income represents subvention received from Ministry of Finance and the Public Service.

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

10. Expenses by nature

	<u>2023</u>	<u>2022</u>
	\$	\$
Administrative and operating expenses		
Audit fee	1,500,000	1,265,000
Advertising and refreshment	204,051	49,985
Commissioners' fees	456,000	112,500
Depreciation	1,553,176	871,200
Insurance	167,737	137,243
Legal and consultancy fee	10,062,851	6,160,000
Licenses & other taxes	651,231	541,681
Postage & deliveries	127,800	51,850
Printing and stationery	202,138	23,950
Repairs and maintenance	471,466	-
Staff costs (Note 12)	22,516,379	14,895,532
Shared service agreement	2,100,000	1,548,832
Subscription	341,018	195,005
Telephone, internet & communication	1,035,419	163,075
Training	1,996,989	46,800
Travelling	6,550,033	1,758,148
	<u>49,936,288</u>	<u>27,820,801</u>
Finance costs, net (Note 13)	61,548	55,598
	<u>49,997,836</u>	<u>27,765,203</u>

The Casino Gaming Commission

Notes to the Financial Statements 31 March 2023

11. Operating surplus

In arriving at the operating surplus, the following have been charged: -

	<u>2023</u>	<u>2022</u>
	\$	\$
Auditor's remuneration	1,500,000	1,265,000
Depreciation	<u>1,553,176</u>	<u>871,200</u>

12. Staff costs

	<u>2023</u>	<u>2022</u>
	\$	\$
Salaries and wages	20,405,760	14,096,903
Statutory deductions	1,711,414	798,629
Staff welfare	111,100	-
Other	288,105	-
	<u>22,516,379</u>	<u>14,895,532</u>

13. Finance costs, net

	<u>2023</u>	<u>2022</u>
	\$	\$
Interest income	(33,329)	(32,848)
Interest expense	<u>94,877</u>	<u>88,446</u>
	<u>61,548</u>	<u>55,598</u>

14. Taxation

There are no tax charge in these financial statements on surplus generated from the operation of the Commission as the Casino Gaming Commission is funded by way of grants received from the Ministry of Finance and the Public Services.



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